WELFARE DATA TRACKING IMPLEMENTATION PROJECT

IMPLEMENTATION PLAN

1. Project Overview

1.1 Purpose

The purpose of the Welfare Data Tracking Implementation Project (WDTIP) **Implementation Plan** is to detail the project's approach to the planning and execution of all of the WDTIP system implementation activities. This Plan is based upon the **Implementation Strategy** deliverable and is intended to outline the details for successful implementation of the WDTIP system. Implementation activities refer to those activities that must be completed to successfully prepare counties for the rollout of the WDTIP system once it has been developed and fully tested. These implementation activities include data conversion, system rollout, training, change leadership, change request and Help Desk support.

1.2 Project Overview

This section provides an overview of the WDTIP, delineating project definition, purpose, objectives and scope to provide the reader with the context for decisions made regarding the implementation planning and associated activities.

1.2.1 Project Definition

The WDTIP is a system development project that includes overall project management; designing, building and testing enhancements for an existing system; developing and executing user training; communicating with internal and external stakeholders; and deploying the system. In addition, data will be converted from county systems to the WDTIP database. It is anticipated that this data conversion will entail both automated and manual methods. Subsequent ongoing batch data loads from the counties are also included in the WDTIP. WDTIP scope is detailed in the *1.2.2 Project Scope* subsection below.

In response to the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996, the State of California passed Assembly Bill (AB) 1542. AB-1542 institutes the Temporary Assistance to Needy Families (TANF) program in California and imposes welfare time limits, as well as new programmatic and eligibility rules. In addition to welfare time limits, AB-1542 mandates work requirements through the California Work Opportunity and Responsibility to Kids (CalWORKs) program. As a result of the CalWORKs program, county welfare departments are required to have a mechanism to track eligibility time limits, and other related data on an individual level, across counties and over time to comply with the tracking requirements of both State and Federal mandates.

The purpose of the WDTIP is to build upon an existing communication mechanism and central data repository that can be accessed by all technology-enabled counties and relevant agency systems to meet the requirements of TANF and CalWORKs legislation. WDTIP addresses the immediate need for Federal and State Welfare Reform tracking

functions imposed by the Federal PRWORA, AB-1542 and relevant All County Letters (ACLs) issued by the California Department of Social Services (a list of these ACLs is included in *Appendix 1-1*).

The WDTIP objectives are to satisfy the aforementioned legislative requirements by enhancing an automated statewide repository to include Welfare Reform data elements and to facilitate communication between disparate county welfare and statewide welfare-related systems. The primary data to be collected, calculated (if necessary), and tracked for applicants/recipients includes:

❑ TANF 60-month clock

❑ CalWORKs 60-month clock

❑ Welfare to Work (WTW) 18/24-month clock

1.2.2 Project Scope

The overall objective of the WDTIP is to enhance an existing communication mechanism and central data repository that can be accessed by all technology-enabled counties and relevant agency systems. In addition, the WDTIP system must enable counties to meet the requirements of Welfare Reform. The scope of the WDTIP includes design, construction, testing and implementation of the WDTIP system. This system will enable all 58 California counties to accurately track individual welfare recipient information to meet the requirements of both State and Federal Welfare Reform. WDTIP is also tasked with development of Customer Information Control System (CICS) screens that will provide counties with the ability to view data, perform inquiry and online updates and create management reports.

In addition to the WDTIP system development tasks listed above, the WDTIP is responsible for conducting a one-time data conversion of county data. This one-time conversion will be required for the initial county data load into the WDTIP database. The counties will perform subsequent ongoing data loads. Examples of data to be tracked in the WDTIP system include:

❑ PRWORA time clock calculation

❑ CalWORKs time clock calculations, including exceptions and exemptions

❑ Diversion program and payment information

❑ Sanction information to provide appropriate CalWORKs sanction data across counties

The data conversion of county data to populate the WDTIP database will be a vital component of the WDTIP. Some counties have not maintained the level of historical data necessary to provide the initial county-specific information required for optimal time clock calculations. In addition to this, because the Medi-Cal Eligibility Data System (MEDS) does not supply all the needed data, SAWS Information System (SIS) cannot currently provide complete data tracking or correctly calculate cumulative time-on-aid.

To calculate accurate time clock data, the WDTIP database must be populated with direct county data via a one-time data conversion and ongoing updates.

The WDTIP Team (with input from the counties) developed conversion specifications and standard file formats that will support each county's conversion and update efforts. Each county will now be responsible for providing the conversion data files to populate the WDTIP database. It is expected that counties or their consortium will provide WDTIP with ongoing data files. County technical resources will be needed to produce the conversion extract. It is important that all counties participate in this conversion effort for the WDTIP system to generate complete, accurate and meaningful data.

It is expected that the quality of the county data and the resulting time clock calculation will improve as counties begin using the WDTIP system to collect and maintain the required time tracking data elements. The scope of WDTIP includes assisting the counties with the following data conversion activities: design, development, testing and implementation of conversion programs including, but not limited to, the following:

❑ Identification of required county data elements to populate the WDTIP database (completed)

❑ Identification of county file format requirements (completed)

❑ Development of edit and error processing rules (completed)

❑ Development of ongoing load requirements for county data into the WDTIP database (completed)

❑ Assistance with the one-time initial data conversion

❑ Assistance for the county technical resources when developing the data extract requirements

In addition, the WDTIP is responsible for the following implementation activities:

❑ Regional information sessions (completed)

❑ Regional training sessions

❑ County visits as needed

❑ Consistent communication with stakeholders

❑ Implementation support

The scope of the WDTIP does not include:

❑ Providing counties with resources to convert county data into the standard file (for initial data conversion and ongoing data loads)

❑ Assisting agencies/counties with the design and development of county-specific welfare screens to view WDTIP data

❑ Developing or managing changes to the Statewide Client Index (SCI) application

1.3   Re-use of Completed SAWS-TA Products

WDTIP builds upon the work completed during the SAWS Technical Architecture
(SAWS-TA) Project. The WDTIP Project has reused many of the SAWS-TA products.
One example is the reuse of the work initiated for the SAWS-TA change request and
Help Desk procedures. This information became the foundation for development of these
procedures and has been incorporated into this **Implementation Plan** in the *Help Desk
Plan, Section 9* and *Change Request Plan, Section 10*.

Additionally, the WDTIP Project is using SIS data until data can be converted directly
from counties (see the *Conversion Plan, Section 5,* for more details). Lastly, system user
access to the database is the same for both projects.

2.   Acronyms

The following is a list of commonly used acronyms within this document.

Acronym	Phrase/Name
AB	Assembly Bill
CalWORKs	California Work Opportunity and Responsibility to Kids
CCB	Configuration Control Board
CDHS	California Department of Health Services
CDSS	California Department of Social Services
CICS	Customer Information Control System
CIN	Client Identification Number
C-IV	Consortium IV
CMT	Configuration Management Team
DOIT	Department of Information Technology
GAIN	Greater Avenues for Independence
GEARS	GAIN Employment Activity and Reporting System
GEMS	GAIN Employment Management System
GIS	GAIN Information System
HHSDC	California Health and Human Services Agency Data Center
ISAWS	Interim Statewide Automated Welfare System
JAD	Joint Application Development
JRP	Joint Requirements Planning
LEADER	Los Angeles Eligibility, Automated Determination, Evaluation and Reporting System
MAGIC	Merced Automated Global Information Control
MBS	Machine Budgeting System
MEDS	Medi-Cal Eligibility Data System
PRWORA	Personal Responsibility and Work Opportunity Reconciliation Act
SA	System Administrator
SAWS	Statewide Automated Welfare System

Acronym	Phrase/Name
SAWS-TA	SAWS – Technical Architecture
SCI	Statewide Client Index
SIS	SAWS Information System
SME	Subject Matter Experts
TANF	Temporary Assistance for Needy Families
TOA	Time-on-Aid
UAT	User Acceptance Test
WCDS	Welfare Case Data System
WD	Welfare Database
WDTIP	Welfare Data Tracking Implementation Project
WICAR	Welfare Information Computation And Reporting (Ventura County's Eligibility System)
WTW	Welfare to Work

3. Introduction

The **Implementation Plan** provides the details for how the WDTIP system will be implemented and supported. This Plan is based on the **Implementation Strategy** deliverable and follows the same organization. The **Implementation Plan** contains detailed plans for communication, data conversion, system rollout, training, change leadership, Help Desk and change request. Each of these plans will provide the reader with enough information to fully understand the scope of the WDTIP system implementation. This introduction provides the high-level assumptions and constraints that have been used in the development of the **Implementation Plan.**

In addition, this Introduction provides an overview of the WDTIP Project Management Contingency Plan. A description of how the sections of this plan are organized follows the Contingency Plan overview. The remainder of the Introduction is the *3.4 Synopsis* subsection, which provides summaries of each of the detailed plans contained within this document.

3.1 Assumptions and Constraints

This subsection documents high-level assumptions that have been used to guide the development of the **Implementation Plan**. Constraints representing potential barriers to the successful implementation of this Plan have also been identified. Both are described below.

3.1.1 Assumptions

❑ The WDTIP Contingency Plan, developed to extend conversion and other implementation activities from July through December 2000, will be approved by State control agencies and will provide counties with additional WDTIP support in data conversion, training, Help Desk and communication activities.

❑ The following stakeholders will actively participate and support the WDTIP throughout the duration of the project: the California Health and Human Services Agency Data Center (HHSDC), the California Department of Health Services (CDHS), the California Department of Social Services (CDSS), the California Welfare Directors Association (CWDA), and county welfare departments.

❑ Counties will be able to work within the aggressive WDTIP implementation schedule.

❑ Individual counties/consortia are responsible for conversion data mapping and extraction activities.

❑ The WDTIP system will be rolled out on June 5, 2000 and will not be dependent upon data conversion.

❑ The WDTIP Implementation Team will provide train-the-trainer training. Individual counties will train system users.

❑ All train-the-trainer sessions will occur prior to system rollout (June 5, 2000).

❑ Since the WDTIP system builds upon an existing, production system changes to county business processes resulting from the implementation of the WDTIP system will be slight.

❑ WDTIP Help Desk structure (Levels I, II, and III) will be operational by June 5, 2000.

❑ The change request process was developed and approved in Phase I of the WDTIP and is included in the **Configuration Management Plan** deliverable.

3.1.2 Constraints

❑ The WDTIP has finite resources available to implement the WDTIP system.

❑ Counties have limited resources to complete implementation activities.

❑ The WDTIP Team is dependent on the counties' timeframes to receive the standard data file for initial conversion. Some systems are not ready and some counties have competing priorities. All counties must convert data to best ensure that time clocks are being accurately calculated.

❑ Some of the data necessary for time clock calculation must be extracted from sources (SIS and MEDS) other than the county or consortia system. This is necessary because some systems and/or counties will not be able to provide all of the required historical data back to December 1996 (inception of Federal mandate requiring time-on-aid tracking). The absence of this historical data could potentially impact the accuracy of time clock calculations.

❑ The WDTIP project is dependent on other agencies to provide technical assistance. Assistance will be required from the California Department of Health Services (CDHS) for questions regarding the Medi-Cal Eligibility Data System (MEDS) and the Statewide Client Index (SCI). The Project is also dependent upon the HHSDC Help Desk for providing network, hardware and after-hours support.

❑ County staff may not receive comprehensive WDTIP system training due to varying county/consortia issues potentially impacting the successful training of county staff on the WDTIP system (lack of resources, length of time between train-the-trainer sessions and the training of county staff, etc.). If the system is not used, or is used incorrectly, there is a significant risk to the successful implementation of WDTIP.

3.2 Data Conversion Contingency Plan

Data conversion is a critical part of the Implementation Plan. The WDTIP system is only as good as the data it contains. To successfully convert all 58 counties' data to the WDTIP system prior to July 31, 2000, it will be necessary for counties to complete specific activities within prescribed time periods. Due to this aggressive WDTIP schedule, as well as concurrent county systems implementations, WDTIP Project Management has recognized that some counties and/or consortia may not be able to provide county specific data in the standard file format within the time frames specified by the WDTIP Project Management Plan. The Contingency Plan was developed to allow

for additional time and support to counties during this extended conversion timeframe. During this time, the WDTIP Team will assist with conversion activities, provide refresher training, ensure that Help Desk support is available and continually communicate with counties regarding WDTIP activities through December 2000.

Presently, the WDTIP data conversions are tentatively scheduled to start with the conversion of Welfare Case Data System (WCDS), Riverside and some Interim Statewide Automated Welfare System (ISAWS) counties. Data conversion for these counties will be completed on or before June 1, 2000. The remaining counties will convert their data from July through December 2000. Data conversion is scheduled to be completed by December 31, 2000.

As mentioned above, the extension of the data conversion effort impacts other implementation activities. Refresher system and change leadership training may be required by some counties as initial training will occur prior to the completion of data conversion in all counties. Help Desk staffing patterns will also be affected due to fluctuations in demand for system support as counties initiate and complete the conversion phase.

The WDTIP Implementation Plan has been developed with the assumption that the Contingency Plan that extends conversion and other implementation activities through December 2000 will be approved by State control agencies.

3.3   Plan Organization

All of the plans listed above follow a standard organization that includes five major subsections, appearing in the order listed: *Definition, Objective, Assumptions and Constraints, Strategy* and *Approach*.

❑   WDTIPspecific definitions are provided in the *Definition* subsection. This subsection includes a definition of the implementation activity as defined by the WDTIP. For example, conversion, as it relates to WDTIP, is defined as "the processes by which the WDTIP database will be populated with county-specific data elements necessary to meet the business requirements of the system." Additionally, definitions for potentially unfamiliar terms and phrases used throughout the section are also provided.

❑   The *Objective* subsection provides a brief description of the high-level purpose of each plan.

❑   The *Assumptions and Constraints* subsection documents significant assumptions that have been used to guide the development of each of the separate plans. Constraints representing potential barriers to the successful implementation of each implementation activity have also been identified in this subsection.

❑   The *Strategy* subsection outlines the strategy detailed in the **Implementation Strategy** deliverable. Where relevant, this subsection will include whether any deviation from the approved **Implementation Strategy** occurred, and why.

❑ The *Approach* subsection is the most comprehensive subsection and provides the detail for each plan. It is comprised of three standard subsections and provides the reader with a short summary of the approach. These subsections include *Tasks, Roles and Responsibilities* and *Milestone Schedule*. The *Tasks* subsection lists all the high-level tasks that must be completed to successfully accomplish each implementation activity. These tasks are listed chronologically and also identify which groups or individuals will be responsible for each task and the timeframes for when the tasks will be accomplished. The *Roles and Responsibilities* subsection provides a general picture of stakeholder and WDTIP staff roles and responsibilities in completing the tasks. The *Milestone Schedule* is presented in a table and illustrates the timeframes for completing the high-level tasks. The remainder of each plan varies slightly in content, but is organized to provide all the detail in support of the tasks.

In addition to the tasks and roles and responsibilities' descriptions, as well as the milestone schedule contained in each of the sections, this Plan also includes the *Implementation Plan Roles and Responsibilities* matrix as *Appendix 3-1* and an *Implementation Timeline* as *Appendix 3-2*. The matrix provides a description of the implementation tasks and timeframes by responsible party. The timeline is a Gantt chart that depicts all activities by implementation activity.

3.4   Synopsis

The remainder of this introduction summarizes the seven plans.

3.4.1 Communication Plan

The *Communication Plan, Section 4,* summarizes the **Updated Stakeholder Communication Plan** (this deliverable was approved in July 1999). The objective of the **Updated Stakeholder Communication Plan** was to develop formal processes to ensure that counties and other stakeholders are continually informed of the WDTIP development and implementation activities. In addition, the **Updated Stakeholder Communication Plan** outlines the communication approach and delivery, based upon the objective of the message and the target audience. This includes information regarding the functionality of the WDTIP system, the implementation efforts, potential impacts on individual roles, and how the utilization of the WDTIP system may affect current business processes.

Because communication is a critical factor in the implementation of the WDTIP system, the communication strategy and plan were developed early in Phase 1 of the WDTIP. Please refer to the **Updated Stakeholder Communication Plan** for details on the WDTIP communication processes.

3.4.2 Data Conversion Plan

The objective of the *Data Conversion Plan* is to identify, define and schedule all activities necessary to successfully convert data from all identified source systems. These conversion activities (which include initial data loads as well as the ongoing daily batch updates) will ensure that the WDTIP system contains the necessary data elements to accurately calculate and display specific recipient time-on-aid tracking information. This

information will assist eligibility workers in determining initial and ongoing eligibility for CalWORKs benefits. In addition to providing the overall approach, this section also:

❑ Identifies the data elements needed to meet system requirements and the source systems from which that data will be extracted

❑ Details the extraction program development process

❑ Provides a preliminary schedule for the county conversion activities

❑ Outlines the data extraction and load approach

❑ Details the approach to the initial data loads and the ongoing batch updates

❑ Describes integration/system testing (related to conversion activities)

WDTIP system rollout is planned for June 5, 2000. The rollout will follow a "Big Bang" approach that will allow all counties simultaneous access to the new WDTIP screens and functionality. The data conversion approach emphasizes different data collection activities because data conversion will occur in two separate steps: the initial county data conversion, then through ongoing data loads.

The purpose of the initial data load is to populate the WDTIP database with the historical county data required to meet the business requirements of the WDTIP system. After a county has completed the initial load, the WDTIP database will then be updated daily using ongoing data loads that reflect county data changes. Please refer to the *Data Conversion Plan, Section 5*, for more details.

3.4.3   System Rollout Plan

The objective of the *System Rollout Plan* is to identify and communicate the steps necessary to make the WDTIP system available to all 58 counties. System rollout is defined as the time when the WDTIP system is made available to the 58 California counties and other authorized users. Based on analysis contained in the **Implementation Strategy** deliverable, the WDTIP system will be rolled out to all counties simultaneously in June 2000. This "Big Bang" strategy simplifies the rollout by requiring maintenance of one technical environment during system implementation.

Although the WDTIP system rollout will follow this "Big Bang" strategy, the conversion of county data will occur incrementally. The exact length of this conversion period is dependent upon each county's ability to convert their data. Because county conversion efforts remain dependent upon several factors, it is still possible that system rollout will occur prior to the completion of WCDS and/or any other county/consortium data conversion efforts. This potential deviation from the system rollout strategy detailed in the **Implementation Strategy**, does not affect the System Rollout Plan because "turning the system on" is not dependent upon the conversion of county data. Please refer to the *System Rollout Plan, Section 6,* for more details.

3.4.4 Training Plan

The objective of the ***Training Plan*** is to provide the details for the design, development and delivery of the WDTIP system training. The primary objective is to make county trainers proficient in the use of the WDTIP system and provide county system users with sufficient information and guidelines to enable them to fully utilize the new WDTIP system. In addition to providing the overall approach, this section also:

❑ Describes the training facility and equipment requirements

❑ Provides a description of the WDTIP system functionality, change leadership and adult learning principles training modules

❑ Outlines the content of the WDTIP training materials

❑ Details how the WDTIP Implementation Team will use the WDTIP training region

❑ Introduces the proposed WDTIP training schedule

❑ Describes the evaluation process for the WDTIP training

All train-the-trainer instruction (for county trainers) is scheduled to occur prior to June 1, 2000. Once counties have converted their data, refresher training and materials will be offered as needed.

All train-the-trainer training will be offered at both central and remote sites. Central (Sacramento-based) training will be offered to those counties or consortia representatives able to travel to Sacramento. Remote (regionally located) training will be provided to those counties that will not be traveling to Sacramento. Please refer to the ***Section 7 Training Plan, ,*** for more information.

3.4.5 Change Leadership Plan

The objective of the ***Change Leadership Plan*** is to assist counties with the identification of business process changes that may be brought about by implementation of the WDTIP system. The objective of change leadership is to facilitate and promote the acceptance and use of the WDTIP system by providing county trainers with the tools necessary to identify and recognize potential changes to their current county-specific business processes. In addition to providing the overall approach, this section also:

❑ Provides details on how change leadership activities have been incorporated into WDTIP training

❑ Describes the *Change Leadership Guide*

Please refer to the ***Change Leadership Plan, Section 8,*** for more information. The ***Training Plan, Section 7,*** also provides information on both the *Change Leadership Module* and the *Change Leadership Guide*.

3.4.6 Help Desk Plan

The objective of the ***Help Desk Plan, Section 9,*** is to provide a specific and realistic approach for delivering user support, developing Help Desk operations guidelines,

determining staffing requirements and developing response guidelines for all WDTIP system users. This section also offers ideas to counties when deciding upon their Help Desk resources.

The objective of the Help Desk is to provide user support, field internal and external phone calls, provide problem resolution and meet the needs of the WDTIP. In addition to providing the overall approach, this section also:

❑ Details the Help Desk structure and its three levels of support

❑ Describes the WDTIP Help Desk operations and procedures

❑ Documents the staffing requirements and qualifications for Help Desk resources

❑ Outlines the WDTIP Help Desk staffing recommendations

❑ Describes the WDTIP Help Desk Remedy software

❑ Describes the Help Desk reference materials

The detailed ***WDTIP Help Desk Operations and Procedures Guide*** are included as ***Appendix 9-1***. They are designed to meet the needs of the WDTIP and of the counties. Please refer to the ***Help Desk Plan, Section 9***, for more information.

3.4.7   Change Request Plan

The objective of the ***Change Request Plan*** is to provide the process link between the submission of change requests by external stakeholders and the Configuration Control Process defined within the **Configuration Management Plan**. County Help Desks will forward all change requests to the WDTIP Help Desk. Although similarities and crossovers exist between the change request process and the Help Desk problem tracking and management process, the two are separate and distinct. For the change request process, the WDTIP Help Desk only submits change requests. From that point forward, the Configuration Management Team and the Configuration Control Board are responsible for the analysis, approval or rejection of the request and the communication of status. Please refer to the ***Change Request Plan, Section 10***, for more information.

4. Communication Plan

Stakeholder communications includes all of the external two-way communications conducted to educate, inform and solicit information about the WDTIP Project. Due to the immediate and critical need of the communication efforts, the communication strategy and plan were developed early in Phase 1 of the WDTIP. The **Updated Stakeholder Communication Plan** specifically outlines the Project's communication strategy and includes detailed information regarding the identification of project stakeholders, the communication methods and media that will be utilized, the communication approval process and a strategy for communications targeted at specific stakeholders for those activities associated with the implementation of the WDTIP system.

4.1 Ongoing Communications for Implementation Activities

Stakeholders will be kept informed of WDTIP system implementation progress. New and continuing communication activities during the implementation of the WDTIP system along with the related agencies are described below.

❑ **Monthly WDTIP Bulletin** – The monthly "*WDTIP Bulletin*" will continue to be produced and distributed to stakeholders as identified in the **Updated Stakeholder Communication Plan**.

❑ **Quarterly Information Letter** – The *"WDTIP Update"* will continue to be produced and distributed quarterly to stakeholders as identified in the **Updated Stakeholder Communication Plan**.

❑ **WDTIP Website** – The WDTIP website will continue to be updated on a monthly basis with general program information, system functionality documents, project deliverables and other information that may prove useful for stakeholders.

❑ **WDTIP Training** – The WDTIP Implementation Team will provide WDTIP training to designated county trainers during the month of May 2000. The training will be divided into three modules and will cover WDTIP system functionality, change leadership, and adult learning principles.

❑ **County Help Desk** – The WDTIP Implementation Team will establish relationships with designated County Help Desk resources who will act as the first level of support to system users.

❑ **HHSDC Help Desk** – The WDTIP Implementation Team will establish a relationship and develop working procedures with the HHSDC Help Desk who will provide network, hardware and after-hours support to the WDTIP Help Desk.

❑ **WDTIP Help Desk** – The WDTIP Help Desk will support system rollout by calling WDTIP county contacts following system rollout to confirm system connectivity and functionality and by logging any incidents that arise from these calls into the Access Project Tracking System (PTS).

❑ **CDHS** – Ongoing communications will continue with CDHS, including the resolution of issues regarding SCI and MEDS.

❑ **CDSS** – Ongoing communications will continue with CDSS as the Project sponsor, including the resolution of policy issues.

❑ **County Contacts** – Regular communication will continue with county contacts regarding issues that impact the WDTIP implementation efforts.

5. Data Conversion Plan

5.1 Definition

For the purposes of the WDTIP Project, data conversion is defined as the processes by which the WDTIP database will be populated with county specific data elements necessary to meet the business requirements of the new system. This includes both the initial population of the database, as well as ongoing updates.

The WDTIP Implementation Team developed a reference table with a list and descriptions of other WDTIP deliverables that provide additional information on how data conversion will be delivered. Please refer to *Appendix 5-1*, the *Data Conversion Related Deliverables Reference Table* for more information.

The table below provides definitions of potentially unfamiliar terms and phrases used throughout this Data Conversion Plan.

Table 5-1: Conversion Definitions

Term	Description
Batch Update File	Daily files that will be sent from county/consortia systems that will update the WDTIP database with updated county specific time clock related data.
County/Consortia	Refers to the eight core systems that will be used for the initial direct county data loads as well as the ongoing data loads.
Data Clean Up	The process by which rejected data from county/consortia systems is corrected.
Data Sources	The systems that will be sources of data for the initial and ongoing data loads of the WDTIP database.
Exception File	Electronic file created when data sent from a county or consortia cannot be processed by the WDTIP system either due to a problem with the entire file or a problem with a single record. This file is sent on a daily basis to the system of origin so that data can be corrected and re-sent.

Term	Description
External Developer's Guide (EDG)	The **EDG** has been produced to provide application developers reference materials for creating programs that will generate the batch extraction file through which counties will update the WDTIP system with direct county data. This document also provides an overview of file transmission protocols, data load methodology and the exception file process.
Extraction File Layout	The format for the batch files that counties/consortia will send to the WDTIP database to add and/or update data. This file layout consists of a file header, trailer record, record header and transaction data.
Extraction Program	The program that will be written by county/consortia technical staff that will extract mandatory time clock related data elements from the source county/consortia system.
Federal/State Time Clocks	The time clocks that will be calculated and tracked in the WDTIP system: the TANF 60-month time clock, the CalWORKs 60-month time clock and the WTW 18/24-month time clock.
Initial Data Load	The initial population of the WDTIP database with historical SIS, MEDS and direct county data.
Integration/System Test	The process by which the WDTIP Application Team will test the components of the WDTIP system and database as well as the load programs.
Load Programs	Programs developed by the WDTIP Application Team used to load data from the source systems to the WDTIP database.
Mandatory Data Elements	The 42 identified data elements that are required for accurate calculation of the Federal/State time clocks.
Ongoing Data Load	The daily updating of the WDTIP system via batch update files that will reflect changes to county data.
Pre-SAWS System	The system that was developed and implemented during the SAWS-TA project.
SIS Database	The database used by the Pre-SAWS system. Some of the data that populates this database will be migrated to the WDTIP database to serve as the initial data used. The SIS database is populated with MEDS derived data back to August 1996.

Term	Description
Standard File Format	Time clock related data will be sent by each county/consortia in a standard file format that will contain unique identifiers for each data element.
TRAC Reference Codes	A set of tables that list all the codes used in the WDTIP system and the values associated with those codes (located in Appendix I of the **EDG**).
Trial Load	A test transfer of complete extraction file data from the source system. Used to validate the processing time required to extract the data as well as to ensure that data sent in the trial load meets the WDTIP data load process validations.
WDTIP Database	The database that will result from the modifications to the existing SIS database, which will support the WDTIP system and be populated with historical SIS, MEDS and direct county data.
WDTIP System	The system that is being developed to accept direct county data, calculate the Federal and State time clocks and display the resulting information.

5.2 Objective

The objective of the Data Conversion Plan is to identify, define and schedule all activities necessary to successfully convert data from all identified source systems. This will ensure that the WDTIP database contains the data elements necessary for accurately calculating and displaying specific recipient information regarding time-on-aid tracking. This information will assist eligibility workers in the determination of initial and ongoing eligibility to CalWORKs benefits. Specifically, the Data Conversion Plan:

❑ Outlines issues affecting data conversion by identifying assumptions and constraints

❑ Provides an overview of the data conversion strategy

❑ Documents the approach to initial and ongoing data conversions. This includes identifying conversion related tasks, roles and responsibilities and a milestone schedule

❑ Identifies the mandatory county data elements to calculate the Federal and State time clocks

❑ Identifies the data sources that will be used to populate the WDTIP database (these include county/consortia eligibility, employment services, manual systems and several statewide systems)

❑ Documents the conversion schedule

❑ Documents specific design requirements

❑ Provides an overview of the extraction program development process

❑ Summarizes the integration/system testing approach

❑ Provides an overview of the data extraction and load approach

5.3   Assumptions and Constraints

This subsection documents significant assumptions that have been used to guide the development of the Data Conversion Plan. Constraints representing potential barriers to the successful implementation of this Plan have also been identified. The following assumptions and constraints reflect a conversion strategy that has been revised following submission of the **Implementation Strategy** document in October 1999. Both are described below.

5.3.1   Assumptions

❑ The contingency plan developed to extend conversion, and other implementation activities that will support conversion, from July through December 2000 will be approved by State control agencies.

❑ Counties/consortia are responsible for conversion data mapping and extraction activities. Data extraction activities include the development, testing and transmitting of standard extract files.

❑ All counties/consortia, or their vendor representatives, are technically able to provide a standard extract data file, regardless of the number of systems from which data is extracted.

❑ State funding will be used to accommodate the county/consortia conversion activities.

❑ Historical SIS and MEDS data will be used to initially populate the WDTIP database.

❑ After WDTIP system rollout (June 2000), MEDS extract files will be used to update the WDTIP database for counties that have not yet converted to the WDTIP system.

❑ There are no specific schedule constraints that would prevent the SCI Project from completing WDTIP data conversion activities by June 2000.

❑ There are eight eligibility systems from which data must be extracted. Each of the 58 counties utilizes one of these systems. These systems include:

➢ Interim Statewide Automated Welfare System

➢ Los Angeles County's Eligibility System (LEADER)

➢ Merced County's Eligibility System (MAGIC)

➢ Riverside County's Eligibility System

➢ San Bernardino County's Eligibility System

➢ Stanislaus County's Eligibility System

➢ Time on Aid (TOA) System

➢ Ventura County's Eligibility System (WICAR)

❑ The WDTIP database will be populated via manual update screens for some data elements that are not retained in county/consortia automated systems.

❑ CDHS and CDSS will provide support for the data conversion activities.

❑ County/consortia systems will always be the "System of Record."

5.3.2 Constraints

❑ Los Angeles County will not be fully converted to LEADER until July 31, 2000. LEADER implementation is required for data conversion because mandatory county time clock data elements reside in the LEADER system.

❑ The ISAWS WTW system will not be fully implemented in all ISAWS counties until July 31, 2000 (including completion of manual data conversion activities, if necessary). The ISAWS WTW system implementation is required for data conversion because mandatory county time clock data elements reside in the WTW system.

❑ The TOA system will be implemented in all WCDS counties no later than June 2000. TOA implementation is required for data conversion because all mandatory county time clock data elements reside in the TOA system. The WCDS Consortium will be prepared to convert data for all 17 counties by July 2000. Conversion to WDTIP is dependent upon completion and implementation of WCDS conversion programs in each WCDS county.

❑ The WDTIP Application Team is dependent upon counties to provide data within the formats prescribed in the **EDG**. This means that counties, or their vendor representative, must be able to develop extraction programs and provide data in a standard file format, regardless of the number of systems from which the data is being extracted.

❑ The WDTIP Application Team is dependent on the county/consortia timeframes for the development, testing and transmitting of the standard data file for initial data conversion. Some county/consortia systems may not be able to meet the scheduled timeframes and/or they may have priorities that compete with these timeframes. The proposed conversion schedule has not yet been confirmed by the counties/consortia.

❑ Historical SIS data will be used to initially populate the WDTIP database. MEDS extract data will be used to update the WDTIP database for counties that have not yet converted to the WDTIP system. The SIS and MEDS data does not contain all the mandatory data elements required for complete and accurate calculation of the Federal and State time clocks.

5.4   Strategy

The purpose of the data conversion strategy is to identify the best option for populating the WDTIP database with county-specific data. Although conversion milestones have been revised since the submission of the **Implementation Strategy** in October 1999, the technical approach to conversion has remained consistent. The Data Conversion Plan is based on the following:

❑   County data will be converted to the WDTIP system using a combination of current MEDS data, historical MEDS data from the SIS database, a standard file from each of the counties/consortia, and manual data entry through the WDTIP update screens.

❑   During the Joint Application Design (JAD) session, representatives from each of the eight county welfare systems met to determine the approach for data conversion to the WDTIP system. This workgroup started from the basic premise that counties would have data available from their own county/consortia systems, MEDS and SIS for populating the WDTIP database. Online data input would also be available for data that was manually retained by the county but was not contained in their current automated system.

❑   Due to the relative complexity of the conversion process, counties' readiness because of competing interests, and the number of source systems, conversion will be phased over a period of time, beginning approximately June 1, 2000 and ending approximately December 31, 2000.

5.5   Approach

The WDTIP conversion approach is based on the conversion strategy outlined in the **Implementation Strategy** deliverable and summarized above. This conversion approach was also developed in conjunction with representatives from the eight California welfare systems, including ISAWS, WCDS, MAGIC, LEADER, Riverside County, Stanislaus County, Ventura County and San Bernardino County. This subsection details the approach to converting data to the WDTIP database, including the tasks that must be accomplished to complete the initial and ongoing data loads, who will be responsible for the tasks, and the timeframes for completing those tasks. Because this section reflects information already presented in the **EDG** deliverable, the reader is referred to the **EDG** deliverable for more information about the design of the conversion approach.

As previously stated, the goal of the data conversion efforts is to populate the WDTIP database with appropriate county specific data to allow the system to calculate the Federal and State time clocks as instituted by Welfare Reform legislation. To calculate these time clocks, historical data is required regarding an individual's welfare program participation(s) back to the inception of the time-on-aid limitations; for the Federal time clock this is December 1996, and for the State time clock this is January 1998.

Most of the historical information will be sent directly from the automated systems that are currently used in the 58 California counties. There are eight eligibility systems from

which this historical data must be extracted. Three of them are consortia based systems, ISAWS, WCDS and LEADER. The remaining five are independent county systems. For those counties who utilize one of the consortia systems, the consortium holds much of the responsibility for the interaction with the WDTIP Team and ultimately the WDTIP system. Those five counties that use stand-alone county-specific systems will assume this responsibility at the county level. There is some information that must be gathered in the conversion planning process that is county specific, even for those counties that utilize a consortia system. This information includes the retention date of historical data, concurrent exception storage capability, county conversion load strategy, case number format and online screen access needs.

Some of the historical data will be obtained from sources other than the county or consortia systems, as some systems and/or counties will not be able to provide all of the required historical data back to December 1996. The conversion approach leverages all other identified systems that may contain time clock related data elements to ensure that the most correct data is being used to calculate and track the individual time clocks. These other sources include MEDS, the Pre-SAWS database (SIS), SCI and manual records kept by individual counties.

The process for populating the WDTIP database with all the appropriate time clock data elements requires several steps and the cooperative efforts of several individuals and agencies, which will be detailed in the following subsections of the Data Conversion Plan. These steps include the identification of mandatory data elements and the systems in which they reside, the enhancement of the current SIS database, the creation of the database load programs, the creation of the standard extraction file layout, the development of a conversion schedule, the creation of the county extraction files, system testing and data clean up, initial data conversion and ongoing data updates.

The WDTIP conversion process will consist of both the initial data load and ongoing data loads. The purpose of the initial data load is to populate the WDTIP database with the historical county data required to meet the business requirements of the system. Once the initial load for a county has been completed, the WDTIP database must be continually updated to reflect changes that occur in the county/consortia system. This will be done via daily batch update files that will be utilized to transfer updated county data to the WDTIP database. The data extraction and load programs are identical for both the initial data load and the ongoing data updates.

5.5.1 Initial Data Load

The WDTIP Application Team will utilize the existing SIS database for initial load into the WDTIP database. The SIS database is populated with MEDS derived data dating back to August 1996. Historical data dating back to December 1996 will be migrated to the WDTIP database and will be used for counties that are unable to provide all necessary data. This historical data is required for the accurate calculation of the TANF time clock as California began expending TANF funds in December 1996. This date is, therefore, the earliest possible start date of the TANF time clock for a California welfare recipient.

The strategy for the initial load of the WDTIP database consists of the following activities. First, data dating back to December 1996 will be extracted from the existing SIS database and loaded into the WDTIP database. Please refer to the *5.12 Data Extraction and Load Approach* subsection of this document for further detail. Second, mandatory historical data (including program participation and time clock exemptions) will be extracted from county/consortia systems utilizing a standard extraction file as determined in the **EDG** deliverable and loaded to the WDTIP database replacing any SIS data that exists within the same historical timeframe. For any county that cannot provide data back to December 1996, SIS data will be used to fill the historical data gap. Finally, some counties will input time clock related data that does not reside in the county/consortia systems via online update screens within the WDTIP system. Data to be entered via the online update screens is limited to non-California program participation, Diversion information, Supportive Services Only payment information, and child support reimbursement information.

5.5.2   Ongoing Data Load

Once the WDTIP database has been initially populated with historical county data, the database must be continually updated to reflect changes that occur in the county systems. There are two primary methods that will be utilized to update the WDTIP database: (1) daily batch data updates from the county and (2) online updates.

5.5.2.1 Daily Batch Updates

Regardless of the county, all data relating to program participation, exemption/exception information, WTW information and grants under $10, will be updated via a daily electronic batch update. Each county/consortia will be responsible for the creation and transmission of an ongoing daily extraction file to transfer updated county data to the WDTIP system.

5.5.2.2 Online Updates

Data relating to non-California program participation, Diversion, Supportive Services Only payments and child support reimbursements may be updated either online or via the daily batch process, depending on the capabilities of each county/consortia. Counties will only be given the capability to perform online updates to the above data if this data is not retained in the associated county/consortia system. This is to ensure that the data that is used by the WDTIP system to calculate the time-on-aid clocks is an exact replica of the data in the source county/consortia systems.

5.5.3   Tasks

The objective of the WDTIP data conversion effort is to populate the WDTIP database with county-specific data elements necessary to enable the system to accurately calculate the required Federal and State time clocks. This includes both the initial population of the database, as well as daily data updates. This subsection outlines the tasks associated with completing the conversion process. Included below, by task, are the task description, timeframe and responsible parties.

❑   **Identify Mandatory Data Elements** – To ensure that the WDTIP system calculates and displays the necessary information to meet the identified business requirements,

the WDTIP Application Team with the assistance of the Joint Requirements Planning (JRP) and JAD workgroup members, identified the mandatory data elements that would need to be obtained from the county and/or consortia systems. These data elements will be used by the system to appropriately calculate the Federal and State time clocks. Please refer to the *5.6 Mandatory Data Elements* subsection for more detailed information and a list of these data elements by business area.

❑ **Identify Data Sources** – Since the identified mandatory data elements originate from multiple county systems, it is necessary to identify all of the potential source systems that store these data elements. The WDTIP Application Team identified all the welfare and employment services systems used by counties that are potential sources for these data elements. Please refer to the *5.7 Data Sources* subsection for more information on the data sources, including a table that lists the source systems, identifies participating counties, describes the systems, and identifies any manual systems that contain mandatory data elements.

❑ **Create Standard Extraction File Layout** – The WDTIP Application Team, in conjunction with the JAD workgroup, developed the standard layout for the extraction file that will be used by each county to send time clock related data to the WDTIP database. This extraction file layout dictates the format for the batch file that will be used to insert and/or update information in the WDTIP database. The *Extraction File Layout* is included as an appendix in the **EDG**.

❑ **Review Source System Data** – The WDTIP Application Team has conducted a review of data from the eight core county/consortia systems (identified in the *5.3.1 Assumptions* subsection above) that will provide the primary data for the WDTIP system. This review provided the WDTIP Application Team with an understanding of how data currently resides in the eight source county/consortia systems. This process was undertaken to identify any data integrity issues and/or confirm the programming approach assumptions that are critical to the development of both the extraction and load programs. The review of source data was completed and no data integrity issues were discovered.

❑ **Develop Preliminary County/Consortia Conversion Schedule** – The WDTIP Application Team with support from county and consortia representatives, the WDTIP Project Management and the WDTIP Implementation Team, has developed a preliminary schedule for the phased conversion of county data. This conversion schedule is heavily dependent upon county constraints and is subject to change. Please refer to the *5.8 Conversion Schedule* subsection for a table that summarizes each county/consortia eligibility and employment services system and their approximate timeframe for WDTIP conversion.

❑ **Create Database Loading Programs** – The WDTIP Application Team will be responsible for the development and testing of the programs that will load data into the WDTIP database. This includes loading historical data from the SIS and MEDS databases, loading data from the MEDS extract file on an ongoing basis (to provide updated program information for non-converted counties), loading the initial and ongoing extract files from counties (as they initiate the conversion process) and then providing daily batch updates. The first step of the load program is to validate that all

of the data sent by the county/consortia is complete and in a valid format. After that validation has occurred, the program will load data to tables in the WDTIP database based on specific transaction codes. As the data is loaded, internal flags will be set in the database. These flags will indicate the need to calculate the time clock for that specific day or at the end of the month.

❑ **Gather County Specific Required Information** – The WDTIP Application Team will gather county and system specific information that is required to populate the County Code Table in the WDTIP database. Information gathered will include the retention date of historical data, concurrent exception storage capability, county conversion historical load strategy, online screen access needs, case number format, person number delineation, batch window times and batch window volumes. Please refer to the *5.9 Design Requirements* subsection for further description of this process.

❑ **Create County Extraction Programs** – Each county/consortia, or their vendor representatives, working with assistance from the WDTIP Application Team, will create an extraction program to convert the mandatory data from the county/consortia systems to the WDTIP database. To meet this goal, each county/consortia will need to map data from its systems to a standard extraction file format. Data must be provided in the standard file format, and may require the translation of data values from the county/consortia system to the format described in the **TRAC Reference Codes** section of the **EDG**. Finally, the county/consortia will need to ensure that only changes to the data elements requested by the WDTIP Application Team are sent in the daily files. Please refer to the *5.10 Extraction Program Development Process* subsection for more information on the process for developing the county extraction programs.

❑ **Conduct Trial Loads –** Once the database loading programs and the county/consortia extraction file programs are completed, the WDTIP Application Team will complete a trial load test for each county's data. This trial load should consist of the same level of data that will be in the initial extract file to ensure an adequate test of the trial load. The county or associated consortia will be responsible for sending the trial load extraction file to the WDTIP system. The WDTIP Application Team will then load the extraction file to test whether the database load programs are executing appropriately and are accepting the extraction files and associated data. The trial load process gives the counties/consortia a clear understanding of the level of effort that may be necessary to modify the data that will be loaded into the WDTIP database, as well as an understanding of the processing time required to extract the data. Please refer to the *5.11 Integration/System Testing* subsection for more information on the integration/system test process.

❑ **Conduct Data Clean Up –** Based on the results of the trial loads, county/consortia technical staff may have to complete data clean up activities if data is rejected in the exception process. Exception files are created when data sent from the county/consortia system cannot be processed by the WDTIP system either due to a problem with the entire file or a problem with a single record. Counties and/or their associated consortia are responsible for processing exception files, correcting the

rejected data, and sending the valid data back to the WDTIP system. This may require some manual fixes or programs to correct errant data. This data clean up should be completed prior to the county sending their initial extraction file.

❑ **Initial Conversion** – Once all of the programming and data clean up has been completed, the WDTIP Application Team will begin initial data conversion. Specifically:

➢ The WDTIP Application Team will extract and load the existing SIS data and required MEDS data to the WDTIP database to be used as the initial data before county conversions are completed.

➢ Counties/consortia will create and transmit the initial extraction file (containing the historical data from each county) from the source system.

➢ After the initial extraction file has been received, exception reports will automatically be created by the system's load programs and will note any records that cannot be loaded into the WDTIP database. Exception files will be sent on a daily basis to the system of origin. It is the responsibility of the county/consortia to correct data that is listed in the exception file and resend as appropriate.

Please refer to the *5.12 Data Extraction and Load Approach* subsection for more detailed information on the steps required to complete the initial population of the WDTIP database.

❑ **Ongoing Loads** – After the data for a county has been initially converted, a daily update file must to be sent to update the WDTIP database with all new or modified county data. The county or associated consortium is responsible for creating and transmitting these files. Ongoing data loads will begin after a county's initial conversion load is complete and will be a continuing activity. Please refer to the *5.12 Data Extraction and Load Approach* subsection for more detailed information on the steps required to complete the ongoing data loads to the WDTIP database.

5.5.4   Roles and Responsibilities

Many different entities and individuals must be involved in the completion of the identified tasks to ensure the successful and complete population of the WDTIP database. Responsible agencies and individuals are detailed below.

5.5.4.1 WDTIP Team

Although the WDTIP Application Team will be responsible for many of the activities associated with data conversion, the WDTIP Implementation Team will provide assistance.

❑ **WDTIP Application Team –** The WDTIP Application Team has primary responsibility for identifying mandatory data elements, identifying all potential data sources, creating the standard extraction file layout, reviewing initial source system data, creating the database loading programs, gathering county and system specific conversion information, assisting county/consortia technical staff in the development of the standard extraction files, testing the trial loads received from the

county/consortia systems, monitoring the initial conversion load processes, monitoring the ongoing data load processes and communicating and coordinating with designated county/consortia staff regarding the conversion schedule and processes.

❑ **WDTIP Implementation Team** – The WDTIP Implementation Team has provided assistance in scheduling the initial conversion activities with the counties and consortia.

5.5.4.2 Counties/Consortia
The WDTIP Team will work closely with consortia representatives and county staff in all associated conversion activities.

❑ **County/Consortia Technical Staff** – County and/or consortia technical staff, or their vendor representative, was responsible for submitting an initial sample of source data for WDTIP Application Team review. They will also be responsible for creating and testing county extraction programs, sending a trial load of county data for testing purposes, cleaning up data as necessary based on the results of the file load process, creating and transmitting the initial extraction file, and transmitting the ongoing update files.

❑ **County Help Desk** – The County Help Desk will be a point of contact between county staff and the WDTIP Help Desk Staff for conversion related questions.

5.5.4.3 State Agencies
The WDTIP Team will work closely with affected State agencies in all associated conversion activities.

❑ **CDHS** – The WDTIP Application Team will work with CDHS to create the necessary interfaces with SCI and MEDS. (SCI is referenced for the generation and linking of Client Identification Numbers (CINs) to records for systems that do not store the CIN. MEDS will act as the source of data for counties until their data is converted to the WDTIP system.)

5.5.5 Milestone Schedule
The Project's original conversion strategy was presented in the **Implementation Strategy** document. The original strategy was developed based on the premise that all counties would be fully converted to the WDTIP by July 31, 2000. Although the technical strategy has not changed since that time, conversion milestones and counties' conversion schedules have been revised based on county constraints that have been identified during Phase 2 of the WDTIP Project.

The following table provides the revised timeframes for the high-level tasks provided in the *5.5.3 Tasks* section above.

Table 5-2: Conversion Milestone Schedule

Task	Responsible Party	Original Time Frame	Revised Time Frame
Identify Mandatory Data Elements	Application Team	Completed	Completed
Identify Data Sources	Application Team	Completed	Completed
Create Standard Extraction File Layout	Application Team	Completed	Completed
Review Source System Data	Application Team	Completed	Completed
Develop Preliminary Conversion Schedule	Application Team Implementation TeamProject Management	Completed	Completed
Create Database Loading Programs	Application Team	Jan – Mar 2000	No Change
Gather County Specific Required Information	Application Team	Jan – Mar 2000	No Change
Create County Extraction Programs	County/Consortia	Jan – Mar 2000	Jan – Nov 2000
Conduct Trial Loads	County/ConsortiaApplication Team	Mar – Apr 2000	Mar – Dec 2000
Conduct Data Clean Up	County/Consortia	Mar – Apr 2000	Mar – Dec 2000
Initial Conversion	Application TeamCounty/Consortia	May – Jul 2000	Jun – Dec 2000
Ongoing Loads	County/Consortia	May 2000 – ongoing	Jun 2000 – ongoing

A number of tasks must be completed to successfully accomplish each of the milestones shown in the above table. A more detailed listing of these tasks, timeframes and responsible parties is included in the *Data Conversion Milestone Plan,* in *Appendix 5-2.*

5.6 Mandatory Data Elements

Based on the business requirements of the WDTIP system, 42 mandatory county data elements are necessary to calculate the Federal and State 60-month and the WTW 18/24-month time clocks. Each of the 42 data elements falls into one of eight business areas, each of which impacts one or more of the time clocks. These business areas include:

❑ Program Participation

❑ Exemptions/Exceptions

❑ Welfare to Work

❑ Non-California Participation Months

❑ Diversion Program Participation

❑ Supportive Services Only Payments

❑ Child Support Reimbursement

❑ Grants Under $10

The 42 mandatory data elements are defined in the *TRAC Data Dictionary*, an appendix of the **EDG**, and are listed by business area in the table below.

Table 5-3: Mandatory Data Elements

Business Area	Data Element #	Data Element
Program Participation	1	Program Type Code
	2	Aid Code
	3	Federal/State Only Flag
	4	Program Effective Date
	5	Program Effective Month
	6	Participant Type Code
	7	Minor Parent Flag
	8	Case Serial Number
	9	Case FBU MEDS Code
	10	Person Number
	11	Program Discontinuance Reason Code
	12	Program Status Code
Exceptions: Exemptions, Sanctions, Penalties and Good Cause	13	Program Exception Code
	14	Program Exception Reason Code
	15	Program Exception Effective Date
	16	Program Exception Effective Month
	17	Program Exception Status Code

Business Area	Data Element #	Data Element
Welfare to Work	18	Work Plan Sign Date
	19	CalWORKs 18 Month Indicator
	20	CalWORKs Extension Number
	21	Welfare to Work Status Code
Non-California Program Participation	22	Non CA Participation Effective Date
	23	Non CA State Code
	24	Non CA Status Code
Diversion Program Participation	25	Diversion Payment Date
	26	Diversion Aid Code
	27	Diversion Condition Code
	28	Diversion Program Type Code
	29	Diversion Reason Code
	30	Diversion Amount
	31	Diversion Start Month
	32	Diversion End Month
	33	Diversion Needs Flag
	34	Diversion Status Code
Supportive Services Only Payments	35	Supportive Services Reason Code
	36	Supportive Services Effective Month
	37	Supportive Services Employment Status
	38	Supportive Services Status Code
Child Support Reimbursement	39	Child Support Effective Month
	40	Child Support Status Code
Grants Under $10	41	Under $10 Grant Effective Month
	42	Under $10 Grant Status Code

5.7   Data Sources

Data that will be used to populate the WDTIP database originates from multiple county and statewide welfare systems. The following section identifies and describes each of the systems that are potential data sources.

5.7.1   County Systems

To ensure the integrity of data, the 42 data elements must originate from the county/consortia system of record. It is important to remember that the WDTIP database has been designed to "mirror" county data. County/consortia systems will always be the system of record; therefore, the WDTIP system will merely accept county data, use the data to calculate appropriate Federal and State time clocks, and display the resulting information.

In all of the 58 California counties, data relating to welfare time clocks is maintained in either the welfare eligibility system, the employment services system or is tracked manually.

County welfare eligibility systems are utilized to gather data about applicants and recipients and to determine initial and ongoing eligibility to CalWORKs, Food Stamps, Medi-Cal and other welfare programs. Examples of welfare eligibility systems include ISAWS and WCDS. With the exception of the WCDS counties, it is anticipated that most of the 42 mandatory data elements will be extracted from counties' welfare eligibility systems.

Employment services systems are currently used to administer the WTW program. It is anticipated that, at a minimum, counties will extract the WTW Plan Sign Date from these systems. Existing employment services systems include the following, the GAIN Employment Management System (GEMS), the GAIN Information System (GIS) and the GAIN Employment Activity and Reporting System (GEARS). The WCDS and ISAWS consortia have opted to create and implement new employment services systems to meet the additional requirements of welfare reform. These are known as TOA and WTW,respectively.

Many counties maintain some of the 42 mandatory data elements manually, for example, in paper case files, ledgers or manual ticklers. These data elements are those that reflect welfare situations that rarely occur and, in the WDTIP system, are those data elements that can be entered and updated online. These include non-California program participation, Diversion information, Supportive Services Only payment information and child support reimbursement information.

The following table identifies the various welfare eligibility and employment services systems that are currently utilized, or currently being implemented, as well as data that is being captured manually by California counties. Each of the 58 counties utilizes one of eight eligibility/employment systems as defined below.

Table 5-4: County Systems

Eligibility/ Employment Services Systems	Participating Counties	Description of Systems	Manual Data
ISAWS/WTW	Alpine Amador Butte Calaveras Colusa Del Norte El Dorado Glenn Humboldt Imperial Inyo Kern Kings Lake Lassen Madera Marin Mariposa Mendocino Modoc Mono Monterey Napa Nevada Plumas San Benito San Joaquin Shasta Sierra Siskiyou Sutter Tehama Trinity Tuolumne Yuba	ISAWS is an eligibility determination system comprised of Microsoft Window clients connected to a Unisys OS/2200 and MAPPER based application. ISAWS provides for online inquiry and update transactions to SCI. It is anticipated that the ISAWS system will be the primary source of WDTIP data elements. The ISAWS Consortium is currently implementing the WTW system, which will replace the ISAWS counties' employment services systems (in most counties, GEMS). Currently, there are two demonstration counties operating the WTW system (Glenn and Sutter). The Consortium anticipates that all ISAWS counties will be fully converted and operational on WTW no later than July 2000. At a minimum, the WTW system will be the source of the WTW Plan Sign Date.	❑ Diversion ❑ Non-California Program Participation ❑ Supportive Services Only Payments ❑ Child Support Reimbursement

Eligibility/ Employment Services Systems	Participating Counties	Description of Systems	Manual Data
WCDS/TOA	Alameda Contra Costa Fresno Orange Placer Sacramento San Diego San Francisco San Luis Obispo San Mateo Santa Barbara Santa Clara Santa Cruz Solano Sonoma Tulare Yolo	The WCDS system is a mainframe-based batch processing system that supports workers throughout the WCDS Consortium counties. WCDS does not provide online inquiry and update transactions to SCI. Updates to SCI are executed via a nightly batch process. WCDS will not be a data source for WDTIP. Rather, the TOA application will provide all mandatory county data elements. The WCDS Consortium is currently implementing the TOA application, which will replace the current employment services system, GEMS. Currently, Fresno, Placer, Sonoma, San Diego, San Luis Obispo, and Yolo counties are fully operational on the TOA application. The Consortium expects all counties to be converted and fully operational on TOA no later than June 2000. TOA will maintain and provide all county mandatory data elements to WDTIP for the WCDS Consortium counties.	❑ Child Support Reimbursement

Eligibility/ Employment Services Systems	Participating Counties	Description of Systems	Manual Data
LEADER/ GEARS	Los Angeles	Los Angeles County is in the midst of implementing the LEADER system. LEADER is architected with Microsoft Windows based personal computers containing the LEADER client application written in PowerBuilder. Clients connect through the UniAccess middleware to a Unisys OS/2200 based application and data server. The system utilizes online inquiry and update transactions to SCI. It is anticipated that the LEADER system will be the primary source of WDTIP data elements.	❑ Supportive Services Only Payments ❑ Child Support Reimbursement
		GEARS is Los Angeles County's current employment services system. There are currently no plans to replace this system. It is anticipated that GEARS will, at a minimum, be the source system for the WTW Plan Sign Date data element, which is a mandatory element for the calculation of the WTW 18/24-month clock.	

Eligibility/ Employment Services Systems	Participating Counties	Description of Systems	Manual Data
WD/GEMS	San Bernardino	San Bernardino County operates a centralized eligibility system that uses a mainframe, dedicated terminals for online input and inquiry, and PC workstations. The system, called Welfare Database (WD), is primarily batch, with eligibility workers coding input documents for key entry by data entry staff. This system does not provide online inquiry and update transactions to SCI. Updates to SCI are executed via a nightly batch process.	❑ Child Support Reimbursement
		GEMS is San Bernardino County's current employment services system. There are currently no plans to replace this system. It is anticipated it will, at a minimum, be the source system for the WTW Plan Sign Date data element, which is a mandatory element for the calculation of the WTW 18/24-month clock.	

Eligibility/ Employment Services Systems	Participating Counties	Description of Systems	Manual Data
MBS/GEARS	Riverside	The Machine Budgeting System (MBS) is a mainframe-based batch processing system that supports eligibility determination and benefit issuance. Dedicated terminals and emulation software running on PCs provide access to the County's shared IBM mainframe through a Local Area Network for agency staff. MBS does not provide online inquiry and update transactions to SCI. Updates to SCI are executed via a nightly batch process. It is anticipated that the MBS will be the primary source of WDTIP data elements.	❑ Diversion ❑ Non-California Program Participation ❑ Supportive Services Only Payments ❑ Child Support Reimbursement
		GEARS is Riverside County's current employment services system. There are currently no plans to replace this system. It is anticipated that it will, at a minimum, be the source system for the WTW Plan Sign Date data element, which is a mandatory element for the calculation of the WTW 18/24-month clock.	

Eligibility/ Employment Services Systems	Participating Counties	Description of Systems	Manual Data
MAGIC/GEMS	Merced	MAGIC is the automated system for determining eligibility. MAGIC is an integrated, online eligibility determination and benefit payment system that makes use of client-server technology. MAGIC does not provide online inquiry and update transactions to SCI. Updates to SCI are executed via a nightly batch process. It is anticipated that the MAGIC system will be the primary source of WDTIP data elements.	None
		GEMS is Merced County's current employment services system. There are currently no plans to replace this system. It is anticipated it will, at a minimum, be the source system for the WTW Plan Sign Date data element, which is a mandatory element for the calculation of the WTW 18/24-month clock.	

Eligibility/ Employment Services Systems	Participating Counties	Description of Systems	Manual Data
WICAR/GEMS	Ventura	WICAR is Ventura County's current online eligibility determination and benefit payment system. WICAR does not provide online inquiry and update transactions to SCI. Updates to SCI are executed via a nightly batch process. It is anticipated that the WICAR system will be the primary source of WDTIP data elements.	o Diversion o Supportive Services Only Payments o Child Support Reimbursement
		GEMS is Ventura County's current employment services system. There are currently no plans to replace this system. It is anticipated it will be, at a minimum, the source system for the WTW Plan Sign Date data element, which is a mandatory element for the calculation of the WTW 18/24-month clock.	

Eligibility/ Employment Services Systems	Participating Counties	Description of Systems	Manual Data
Stanislaus Legacy System/GEMS	Stanislaus	Stanislaus County operates a centralized, mainframe-based welfare eligibility system. The system is generally batch oriented, utilizing data entry clerks to create input files that are processed overnight. The system does not provide online inquiry and update transactions to SCI. Updates to SCI are executed via a nightly batch process. It is anticipated that this system will be the primary source of WDTIP data elements.	❑ Diversion ❑ Non-California Participation ❑ Supportive Services Only ❑ Child Support Reimbursement
		GEMS is Stanislaus County's employment services system. There are currently no plans to replace this system. It is anticipated it will, at a minimum, be the source system for the WTW Plan Sign Date data element, which is a mandatory element for the calculation of the WTW 18/24-month clock.	

5.7.2   Statewide Systems
Some statewide welfare systems will provide initial and/or ongoing data to the WDTIP system. These systems and their relationship to the WDTIP conversion process are discussed below.

5.7.2.1 SIS
The existing SIS database is populated with MEDS derived data dating back to August 1996. Data dating back to December 1996 will be extracted from the SIS database and loaded to the WDTIP database. Data back to December 1996 is required for the accurate calculation of the TANF time clock. December 1996 is when California began expending TANF funds and is, therefore, the earliest possible start date of the TANF time clock of a California welfare recipient. For any county that cannot provide data back to December 1996, this historical SIS data will be used to fill the data gap.

5.7.2.2 MEDS

Although the original design of the WDTIP data conversion projected that non-time clock related data would be extracted from MEDS for the initial and ongoing data loads, a decision was later made to limit the scope of the WDTIP system design to time clock calculation only. This eliminated the need for MEDS data with the exception of the date of birth, which will be extracted from MEDS during the initial data migration from the SIS database. The date of birth is not stored in the SIS database and is used in conjunction with the Adult/Child determination program to confirm if a time clock should be calculated for a specific individual. Additionally, the MEDS extract file will be utilized to provide updated program information on an ongoing basis for non-converted counties.

5.7.2.3 SCI

The WDTIP will rely on an interface with the SCI for the generation and linking of CINs to records. Because it is a unique identifier for all applicants/recipients, the CIN will be used as the primary key for several WDTIP tables. WDTIP will also display demographic information retrieved from SCI during online inquiries.

5.8   Conversion Schedule

Although all county and consortia representatives have emphasized the importance of a successful and timely conversion of county data to the WDTIP database, some will be unable to convert data within the timeframes originally specified by the WDTIP. The following table summarizes the status of each consortium/county system, presents conversion constraints, and provides the general time frame in which each system will convert data to the WDTIP system. This proposed conversion schedule is based on the best estimates at the present time and is subject to change.

Table 5-5: Conversion Schedule

County or Consortium System	Status	Projected Conversion to WDTIP
WCDS/TOA	All WCDS counties have received shipment of the TOA application and are in the process of building history, installing and testing the software, and moving the new application into production. TOA has been implemented in six counties and is scheduled to be fully implemented by June 2000. Because all data elements for WDTIP conversion will be extracted from the TOA system, WDTIP conversion for WCDS is dependent on TOA conversion.	July 2000
ISAWS/WTW	ISAWS counties are currently preparing to implement the WTW component of ISAWS. Because this component carries at least one of the primary data elements necessary to calculate the 18/24-month clock (i.e., the WTW Plan Sign Date), ISAWS counties not yet converted to WTW will not be ready to extract data for WDTIP. To date, Glenn and Sutter counties have fully converted to WTW. Per Consortium Management, the remaining ISAWS counties will convert to WTW between March and the end of July 2000. It is anticipated that ISAWS counties will complete WDTIP conversion by August 2000.	August 2000

County or Consortium System	Status	Projected Conversion to WDTIP
LEADER/ GEARS	Based on the current implementation schedule, LEADER will not be fully implemented until July 2000. Data conversion cannot occur until after LEADER is implemented since the WDTIP data will be extracted from LEADER, not the county's legacy system. Based on the most recent information available, LEADER will not be ready prior to July 31, 2000. To date, Los Angeles County has not provided the WDTIP with an estimated conversion date.	By December 2000
Riverside Merced San Bernardino Ventura Stanislaus	These counties, which include San Bernardino, Riverside, Merced, Stanislaus and Ventura, each have county specific legacy systems that are maintained locally. Unlike ISAWS, LEADER and WCDS, much of the extraction programming work will need to be completed internally by county IT staff. While none of these counties are currently implementing a new system, all five counties have expressed specific constraints, such as a lack of programming resources. Riverside and Merced are expected to be ready to covert county data to WDTIP by July 2000, and San Bernardino and Ventura in September 2000. Stanislaus has not yet provided an estimated conversion date to the WDTIP.	Riverside: July 2000 Merced: July 2000 San Bernardino: September 2000 Ventura: September 2000 Stanislaus: By December 2000

5.9   Design Requirements

Although the development of extraction programs will be completed for the eight core systems, specific county and system information will still be required to appropriately plan and execute each county's conversion. The required information is summarized in the table below.

Table 5-6: County Specific Information

Required Information	Description
Earliest data availability date	The earliest date that the county can provide historical program information for individuals. This will primarily be a factor of the retention period of the county's electronic files or the date the county converted to their consortia system in the case of ISAWS counties.
Concurrent exception capability	An indictor of the county system's capability to store concurrent program exceptions.
County conversion historical load strategy	An indicator of the county's ability to either provide county specific data back to December 1996, or to provide county specific data dating back to the earliest date possible and utilizing SIS data to fill the historical data gap.
Online screen access	An indicator of whether the county will provide non-California program participation, Diversion information, Support Services Only payment information, and child support reimbursement information via the standard file batch process or through the online update screens. This indicator is primarily based on whether the source system utilized by the county captures the necessary information.
Case number format	Detail of the case numbering format used in the county to uniquely identify cases.
Person number delineation	Detail of which county-specific person numbers indicate whether an individual is being aided as an adult or a child.
Batch window times	An estimation of the time that the county will send the daily standard batch file.
Batch volume	An estimation of the volume of transactions that will be included in a county's daily batch file.

This information will be gathered by the WDTIP Application Team and will be completed at the end of Phase 2 of the Project. Please refer to *Appendix 5-3,* the *Required County Information Table*, for a template that will be used for documentation of this information for each county. This information will then be used to populate the County Code Table in the WDTIP database.

5.10 Extraction Program Development Process

The creation of the extraction programs to transfer the data from the county systems to the WDTIP database is the largest task in the conversion process. This activity will require counties to provide the required data in a standard format using standard data values as defined by the **TRAC Reference Codes** deliverable, included in the **EDG**.

The **EDG** was released to consortia and county technical representatives on October 22, 1999. On November 17, 1999, a daylong session was held to review the details of conversion process, including the extraction and exception file layouts.

This subsection of the Data Conversion Plan documents how the WDTIP Application Team will interact with counties and consortia representatives to ensure all extraction programs are developed according to specifications outlined in the **EDG**.

Although data from 58 counties will be converted, the development of extraction programs will be completed for only the eight core systems. For our purposes, the term "county/consortia" is used in this subsection to refer to these eight core systems. To re-iterate, these systems are:

❑ ISAWS/WTW

❑ WCDS/TOA

❑ LEADER/GEARS

❑ WD/GEMS

❑ MBS/GEARS

❑ MAGIC/GEMS

❑ WICAR/GEMS

❑ Stanislaus Legacy/GEMS

The development process will consist of several iterative steps, which include the initial coding of the data extract programs, the testing of a sample extract file, the processing of any exceptions that occur during the sample file testing, the correction of data extraction programs or of specific data elements as necessary, re-testing as required, and finally, user acceptance testing.

The process is illustrated by the flow chart below and described in the following paragraphs of this subsection.

Figure 5-1: Extraction Program Development Process Flow Chart

Start

```
Code Extract                          Trial Loads
Programs
        Data Fix

   Data Cleanup

                Code Corrections
Code            or                     Process
Corrections     Data Cleanup?          Exceptions

        No

   Perform User
   Acceptance
   Testing
```
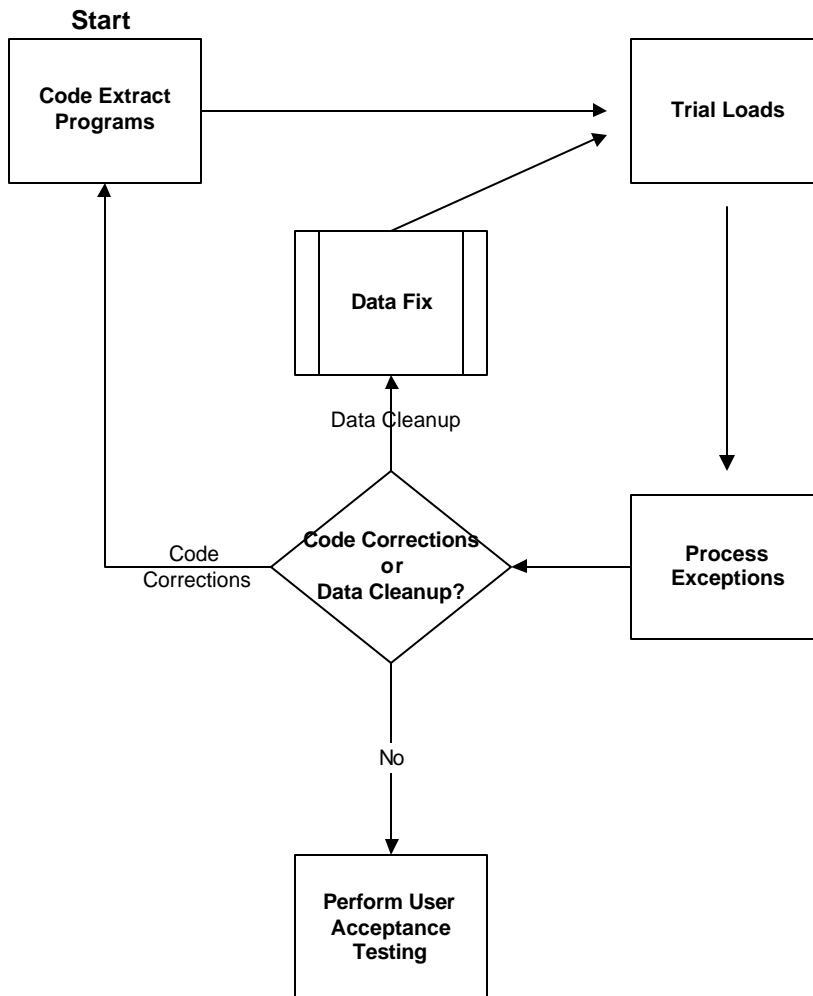
5.10.1 Code Extract Programs

During the development process, the WDTIP Application Team will work closely with county/consortia technical staff responsible for coding extraction programs to assist with coding issues and resolving problems. However, the coding of these programs will be completed entirely by the county/consortia.

Counties/consortia will complete coding activities as specified by the development schedule outlined in the *5.8 Conversion Schedule* subsection of this Data Conversion Plan. The WDTIP Application Team will be available by telephone and e-mail to answer any questions programmers may have.

To assist the counties/consortia in this process, the WDTIP will provide a number of opportunities for testing of these files. These test files should contain a manageable number of records from each county/consortia to ensure the data can be properly loaded and that, after it is loaded, it is displayed in the WDTIP system correctly. The size and content of these test files will be determined in conjunction with the WDTIP Application Team based on the size of the county/consortia, processing time, and required breadth of scenarios.

As the extraction files are loaded to the WDTIP database, exception files are automatically created. These files describe any problems incurred with the extraction file or the data contained within. The exception files will be sent to the counties/consortia for program corrections or data clean up. The WDTIP Application Team will work with the extraction file creators to identify potential ways to improve the programming for the extraction files. This program modification could focus on either the creation of the extraction file or the loading of the data. This is an iterative process so it may be necessary to complete this testing process multiple times for each county/consortia. The testing will continue until both the creator of the extraction file and the WDTIP Team are both satisfied that the data will be successfully loaded into the WDTIP database.

5.10.2 Trial Loads

A trial load test will be completed for each county's data once the extract file development testing is completed and both the counties/consortia and WDTIP are satisfied that the programs on both ends of the data transfer are working properly. This trial load will be a complete data transfer from the source system. The purpose of this trial load is to give the counties/consortia a clear understanding of the effort that may be necessary to modify the data that will be loaded into the WDTIP database. It will also give the creator of the extraction file an understanding of the processing time required to extract the data. Once the WDTIP system has received this file, an exception file will be sent back to the originator of the data. This file can then be used as a guide to fix any remaining data/programming problems.

5.10.3 Process Exceptions

Exception files will be sent on a daily basis to the system of origin so that the data can be corrected and resent to the WDTIP system. Exception files are created when data sent from the county/consortia system cannot be processed by the WDTIP system either due to a problem with the entire file or a problem with a single record. Counties and/or their associated consortia are responsible for processing exception files, correcting the rejected data, and sending the valid data back to the WDTIP system.

The exception handling process is critical to ensure the WDTIP database is loaded with valid data only. The data sent should be a replica of the transactions that took place in the county/consortia system for a specific day so that the WDTIP database contains an image of that data. Ffor the WDTIP system to accurately calculate the three welfare time clocks, counties and/or their associated consortia need to actively participate in the data loading process. When exceptions have occurred and data correction is needed, counties must be prompt in fixing the data in their systems and sending the correct data to the WDTIP

system to prevent potential discrepancies between the systems. Any data discrepancy could potentially result in an inaccurate calculation of welfare time clocks.

5.10.4 Perform User Acceptance Testing

The purpose of User Acceptance Testing (UAT) is to ensure the WDTIP database and programs perform as designed, as well as in a manner conducive to how users perform their work. Please refer to the *5.11.1 User Acceptance Testing* subsection for further details on the scope and proposed schedule for UAT.

5.11 Integration/System Testing

The detailed **Integration/System Test Plan** was developed and submitted as part of the **Completed Source Modules/Unit Test** document. This subsection of the Data Conversion Plan summarizes the details found in the **Integration/System Test Plan**, with particular attention to conversion testing. The planning and execution of WDTIP system testing will generally consist of the following steps:

❑   Training test staff

❑   Developing test scenarios

❑   Executing and tracking test scenarios

❑   Documenting test results

❑   Re-testing corrected software

The purpose of integration/system test will be to test the functioning of the online and batch programs with data that has been inputted into the database. The validity of the conversion load process and the conversion data cannot be tested because, at the time of system testing (January through March 2000), no county/consortia will have completed the development of their respective extraction programs. The WDTIP Application and Implementation Teams will create appropriate welfare program data for the purpose of system testing. County data will be tested during the UAT period (discussed in the following subsection).

Specific test scenarios executed during integration/system test are documented in the **Completed Source Modules/Unit Test** document deliverable.

5.11.1 User Acceptance Testing

The purpose of UAT is to ensure that the WDTIP system performs as designed and in a manner conducive to how users perform their work. A team of county and State representatives will partner with the WDTIP Implementation Team to develop applicable test scenarios and conduct the UAT effort based upon these scenarios.

UAT is used to determine if data that has been loaded into the database is displayed properly and if the system's business logic appropriately calculates the Federal and State time clocks. Ideally, this UAT effort would be performed using converted county data to simulate an environment as close to that of production as possible. Because it is unknown whether or not counties will be able to provide converted data prior to the drafting of UAT scenarios or prior to the execution of UAT, a UAT Plan will be developed that is not dependent upon county data conversion. The UAT effort will use WDTIP generated data to simulate converted county data when testing the UAT scenarios.

If any portion of converted county data becomes available prior to UAT, it will be tested (wholly or as a hybrid with WDTIP generated data) with any applicable UAT scenarios (time and resource permitting). Due to the uncertainty of county conversion schedules,

the testing of conversion data will not be included as an official task of the UAT plan and, therefore, will not be a criteria for the overall acceptance of the WDTIP system by the authorized representative members of the UAT Team.

Although the UAT Plan has not yet been developed, the WDTIP Implementation Team has identified a preliminary UAT strategy. The strategy proposes that UAT testing be completed using county and CDSS participation over the weeks of March 27, April 10 and April 17, 2000. This will require representative county and CDSS staff be in Sacramento for these weeks to validate scenarios, receive system and UAT training, and execute UAT. A debriefing on the test results will be held on the final day of the last week to summarize the results.

The UAT strategy recommends appropriate representation from each of the eight county/consortia systems and CDSS. All participants should have the authority to represent their county/consortia, a good understanding of the time-on-aid regulations and how CalWORKs assistance payments impact each of the time clocks.

The proposed UAT Team will consist of representatives from:

❑ ISAWS/WTW

❑ WCDS/TOA

❑ LEADER/GEARS

❑ WICAR/GEMS

❑ WD/GEMS

❑ MBS/GEARS

❑ MAGIC/GEMS

❑ Stanislaus Legacy/GEMS

❑ CDSS

❑ WDTIP Subject Matter Experts (SMEs)

The projected UAT schedule is presented below:

Table 5-7: Proposed UAT Schedule

Activity	Responsible Party	Projected Dates
Draft Scenarios and Prepare UAT Plan	Implementation Team	2/7/00– 2/29/00
Identify and Confirm UAT Team	Implementation Team	2/15/00 – 2/29/00
Review Scenarios	UAT Team	3/6/00 – 3/21/00
Create UAT Region and Test Data	Implementation Team	2/21/00 – 3/24/00

Activity	Responsible Party	Projected Dates
Validate Scenarios and Train on the UAT Process and WDTIP System (at the Sacramento Project Site)	UAT Team	3/27/00 – 3/31/00
Participate in Testing/Retesting	UAT Team	4/10/00 – 4/21/00
Summarize Results and Debriefs	UAT Team	4/21/00
Compile UAT Results and Submit as UAT Sign-off Deliverable	Implementation Team	4/24/00 – 4/28/00

5.12 Data Extraction and Load Approach

The detailed tasks required to accomplish the data extraction and data loads are documented in the *Developer Notes* of the **EDG**. The following paragraphs provide a summary of the detailed **EDG** approach.

After the WDTIP database is derived from the existing SIS database, the initial and ongoing data loads will serve to populate the database. The steps required to load data include:

❑ Migrate data from SIS to WDTIP and run initial time clock calculations

❑ Synchronize data

❑ Load data

The first step in populating the WDTIP database will be to extract all data currently residing in the SIS database and reformat it to the WDTIP database format. The data will then be loaded into the WDTIP database using data load utility programs. Date of birth information will be extracted from MEDS and used in conjunction with the Adult/Child determination program to determine if time clocks should be calculated for a specific individual. Time clocks will then be calculated for all designated individuals using the reformatted SIS and extracted MEDS data.

Once the existing SIS data has been migrated into the WDTIP database, county specific conversion can begin. County data will be extracted from county databases by applying the standard extraction file layout. The extraction file layout dictates the structure of the batch file that counties/consortia will send to the WDTIP database to add and/or update data in the WDTIP database.

The existing data must first be synchronized with the data that comes directly from the counties. This process will be initiated when each county transfers its initial extraction file and will only affect that specific county. The factor that determines how the synchronization process is completed will be identified by the conversion strategy that the specific county will utilize. The synchronization programs will, as appropriate:

❑ Delete all SIS data that has been migrated to the WDTIP database for the county and replace it with direct county data. This will be the process in the cases where the county/consortium system has the capability to electronically provide all required time clock information back to December 1996. The result of this process, is that the WDTIP database is populated with direct county data dating back to December 1996, OR

❑ Delete the SIS data that has been migrated to the WDTIP database after an established point in time determined by the specific county. This process will be used in the cases where the county/consortia system can provide required time clock data from a point in time later than December 1996. The result of this process is that the

WDTIP database will be populated with SIS data from December 1996 until the point in time that direct county data is available, OR

❑ Delete the SIS data that has been migrated to the WDTIP database for each individual based on the earliest program participation effective date for that individual. The result of this process is that the WDTIP database will be populated with SIS data from December 1996 until the point in time that direct county data is available for that particular individual.

After the synchronization program has been completed, county data will be loaded into the WDTIP database using the conversion load programs. Any records that cannot be loaded in the database will be noted in the exception report. Exception files will be transmitted to the counties on a scheduled basis. As the data is loaded, internal flags will be set in the database. These flags will indicate the existence of data in a table and the need to calculate the time clock for that specific day or at the end of the month.

6.   System Rollout Plan

6.1   Definition

For the purposes of the WDTIPProject **Implementation Plan**, system rollout is defined as the time when the WDTIP system is made available to the 58 California counties and other authorized users. Rollout can be thought of as "turning the system on" and is often referred to as "go live." Because county conversion schedules cannot be confirmed, the WDTIP Implementation Team developed an **Implementation Strategy** that would not be dependent upon county data conversion efforts. System rollout will refer to the time at which the WDTIP system is made available, but not necessarily to when counties will begin converting data. This concept will be explained further in later subsections of this System Rollout Plan.

6.2   Objective

The objective of the System Rollout Plan is to identify and communicate the steps necessary for completing the WDTIP system rollout. Specifically, the System Rollout Plan:

❑   Outlines issues affecting the system rollout by identifying assumptions and constraints

❑   Provides an overview of the system rollout strategy

❑   Documents the approach to system rollout including identifying tasks, roles and responsibilities and a milestone schedule

6.3   Assumptions and Constraints

This subsection documents significant assumptions that have been used to guide the development of the System Rollout Plan. Constraints representing potential barriers to the successful implementation of this Plan have also been identified. Both are included below.

6.3.1   Assumptions
❑   The WDTIP system will be rolled out in June 2000.

❑   SISdatabase is currently populated with MEDS program data, dating back to August 1996.

❑   WCDS will be able to provide sample county data in the standard file format during the UAT period.

❑   The WCDS Consortium will be prepared to convert data for all 17 WCDS counties by July 2000.

❑   System rollout is not dependent upon county data conversion.

6.3.2 Constraints

❑ Data from the SIS database must be converted to the WDTIP system prior to system rollout to ensure that counties are still able to access SIS time clock data.

❑ The system should be fully tested with sample county data before going live. This means that the WDTIP Team needs at least one of the 58 counties to provide sample data in the standard file format prior to June 2000.

6.4 Strategy

The purpose of the system rollout strategy is to identify the best option for making the WDTIP system available to the 58 California counties and other authorized users. Based on analysis contained in the **Implementation Strategy** deliverable, the WDTIP Team will rollout the system to all counties concurrently in June 2000. This "Big Bang" strategy allows all counties to simultaneously access the WDTIP system, screens and functionality, and simplifies the rollout by requiring the maintenance of only one technical environment during system implementation.

6.5 Approach

The system rollout approach is based on the system rollout strategy outlined in the **Implementation Strategy** deliverable. This subsection includes all of the detail surrounding what needs to be accomplished to make the WDTIP system available to county staff.

Although the WDTIP rollout will follow the "Big Bang" strategy mentioned above, the conversion of county data will be phased. The exact length of this conversion period is dependent upon each county's ability to convert their data. Based on information provided by WCDS Consortium Management, the WDTIP anticipates that the WCDS Consortium will be prepared to convert data for all 17 WCDS counties by July 2000. However, because county conversion efforts remain dependent on several factors, it is still possible that system rollout will occur prior to the completion of WCDS and/or any other county/consortium data conversion efforts. This potential deviation from the **Implementation Strategy** does not affect the System Rollout Plan because "turning the system on" is not dependent upon county data conversions.

System training will be provided to county trainers during the four weeks prior to system rollout and refresher training will continue through December 2000 as needed. During this time, counties will have access to a training environment that can be used for training system users. It is important that counties train as many county staff as possible on the WDTIP system prior to system rollout because they will have to access available historical SIS program and more accurate time clock data through the WDTIP screens after system rollout.

Prior to system rollout, the WDTIP Application Team will populate the WDTIP database with existing data from SIS and MEDS. This initial data load will be used for time-on-aid

tracking until counties/consortia are able to replace it with more current county-specific data. This data conversion will be accomplished by using the standard file format extraction and load programs (as described in the ***Data Conversion Plan, Section 5***). As county data conversions take place, the SIS-derived data will be updated with county-specific data from the converting county or consortia system. This provides counties with the most current data available and will ensure that no functionality is lost during the rollout period.

Several WDTIP groups will provide system rollout support. The WDTIP Application Team will test and monitor post rollout system performance and the WDTIP Implementation Team will coordinate communication with county contacts to confirm connectivity and functionality. The Implementation Team will also provide refresher training sessions and/or refresher training materials to those counties that convert data after the system rollout. Please refer to the ***Training Plan, Section 7,*** for more information on refresher training.

6.5.1 Tasks

In June 2000, the WDTIP system will be rolled out using the "Big Bang" approach. This approach will offer all California counties simultaneous access to the WDTIP system through the MEDS Inquiry Request Menu. This subsection outlines the tasks associated with rolling out the WDTIP system. Included below, by task, are the task description, timeframe and responsible parties.

❑ **Train County Trainers -** The WDTIP Implementation Team will train county trainers on the WDTIP system beginning four weeks prior to system rollout and as needed through December 2000. It is important that counties train as many county system users as possible on the WDTIP system prior to system rollout because once system rollout occurs, counties will only have access to historical SIS program data through the WDTIP system.

❑ **Load SIS and MEDS Data** - Immediately prior to rolling out the WDTIP system, the WDTIP Application Team will complete an initial conversion of data from the existing SIS and MEDS databases to the WDTIP database. This initial conversion is necessary because it will provide the WDTIP database with Pre-SAWS program participation data dating back to December 1996 (the date that Federal Welfare Reform/time clock tracking legislation was initiated in California).

The program history data initially populating the WDTIP database will include the minimal amount of information necessary for county staff to manually determine an applicant's or recipient's time-on-aid status prior to the complete conversion of county data. This initial load data conversion also ensures that no required Pre-SAWS functionality is lost during the transition.

During the WDTIP JAD session, most counties agreed that MEDS/SIS data should be used if a county is unable to provide any portion of its time-on-aid data electronically. Initially loading the SIS data (dating from December 1996 to present) into the WDTIP database will enable counties to begin tracking the TANF 60-month time

clock for recipients of assistance in California.

The initial load of SIS data will be replaced with more up-to-date county data once counties convert and send their data to the WDTIP database. If a given county does not have historical data dating back to December 1996, the SIS data will be used for time-on-aid tracking for the period between December 1996 and the earliest converted county record. For example, if a county has maintained time-on-aid historical data in its system from July 1998, and the county converts to WDTIP in July 2000, the SIS data in the WDTIP database will be replaced with county data for that period (July 1998 – July 2000). The initial load of SIS data will be maintained to fill the data gap extending from December 1996 through June 1998 (the period between TANF inception for California recipients and the first time-on-aid data available for the above mentioned example county). While the SIS data that is loaded initially does not include Exemptions and Exceptions information, it does provide the best time-on-aid tracking data available given the current status of this data in the counties.

❑ **Provide Access to the WDTIP System -** In June 2000, the WDTIP Application Team will open user access to the WDTIP system. This will occur by modifying a program within MEDS to reference the WDTIP system's production region. This modification will allow system users to access the WDTIP screens and functionality through the MEDS Inquiry Request Screen Menu. The process will be transparent to system users (except for the fact that they will gain access to the WDTIP screens and functionality).

❑ **Monitor Post Rollout Performance and Provide System Support -** The WDTIP Application and Implementation Teams will support system rollout by monitoring system performance and addressing any post-rollout incidents. Additionally, the WDTIP Help Desk will support system rollout by calling WDTIP county contacts to confirm system connectivity and functionality and by logging any incidents that arise from these calls into the Access PTS.

The WDTIP Implementation Team will provide support during the rollout process through the establishment of the WDTIP Help Desk. The WDTIP Help Desk will be operational by June 1, 2000 and will work with the County Help Desks and with the HHSDC Help Desk to route calls, respond to county inquiries and track WDTIP system performance during and following system rollout. The *Help Desk Plan, Section 9,* recommends that WDTIP Help Desk staffing levels be adjusted to meet the projected volume of incoming calls during system rollout. It is anticipated that call volume will be dependent upon the number and size of counties able to convert their data (see the *Data Conversion Plan, Section 5*).

6.5.2 Roles and Responsibilities

Many different agencies and individuals must be involved in the completion of the identified tasks to ensure the successful completion of the WDTIP system rollout. The responsible agencies are listed below.

6.5.2.1 WDTIP Team

Although the WDTIP Application Team will be responsible for most of the activities associated with system rollout, other WDTIP teams and groups will be relied upon to ensure the successful rollout of the WDTIP system.

❑ **WDTIP Application Team -** The WDTIP Application Team will be responsible for several tasks related to system rollout. The Application Team will first perform the initial load data conversion from SIS and MEDS into the WDTIP database. Upon completion of the initial load conversion, the WDTIP Application Team will modify a program within MEDS that will switch county staff access from SIS to the WDTIP system through the MEDS Inquiry Request Screen Menu. Following system rollout the WDTIP Application Team will monitor and test the WDTIP system as well as support the rollout process by assisting the WDTIP Help Desk. The WDTIP Application Team will also track and monitor system performance through the entry of incidents and issues into the Access PTS.

❑ **WDTIP Implementation Team -** The WDTIP Implementation Team will be responsible for training county trainers prior to system rollout and for providing post-rollout support (via the WDTIP Help Desk). The Implementation Team will also monitor, test and support the rollout process.

❑ **WDTIP Help Desk -** The WDTIP Help Desk will support the system rollout by providing system support to County Help Desks, which in turn provide support to system users. Additionally, the WDTIP Help Desk will support system rollout by calling county contacts to confirm system connectivity and functionality and by logging any incidents that arise from these calls into the Access incident tracking database.

6.5.2.3 Counties/Consortia

The WDTIP Team will work closely with County Help Desks during the system rollout process.

o **County Help Desks -** The County Help Desks will support system rollout by providing the first level of support to WDTIP system users. County Help Desks will track and monitor system performance and trends by recording WDTIP related problems and relaying them to the WDTIP Help Desk.

6.5.2.4 Other Agencies

The WDTIP Team will also work closely with the other agencies during the system rollout process.

❑ **HHSDC Help Desk -** The HHSDC Help Desk will provide ongoing network, hardware and after-hours support to the Project. The HHSDC Help Desk role is described in more detail in the ***Help Desk Plan, Section 9***.

6.5.3 Milestone Schedule

The following table provides timeframes for the major activities provided in the ***6.5.1 Tasks*** subsection above.

Table 4-1: System Rollout Milestone Schedule

Task	Responsible Party	Timeframe
Train County Trainers	Implementation Team	May 2000
Convert SIS and MEDS Data	Application Team	May 31 – June 1, 2000
Provide Access to the WDTIP System	Application Team	June 2000
Monitor Post Rollout Performance andProvide System and Technical Support	Implementation Team Application Team WDTIP Help Desk HHSDC Help Desk	June 2000 – December 2000

7. Training Plan

7.1 Definition

For the purposes of the WDTIP, training is defined as the formal instruction of county trainers on the WDTIP system, change leadership activities and adult learning principles (if requested). County trainers will be instructed on how to navigate through the WDTIP screens, perform system inquiries and online updates, be informed of the report file functions and how to perform the WDTIP System Administrator (SA) responsibilities.

The table below provides definitions of potentially unfamiliar terms and phrases used throughout this Training Plan.

Table 7-1: Training Definitions

Term	Description
Adult Learning Principles Module	This elective training session is a presentation that provides suggestions for how to more effectively teach adult learners.
Change Leadership	The process by which business process changes resulting from the WDTIP system implementation are identified and communicated to the counties.
Change Leadership Guide	This guide will identify potential changes to existing county business processes that may occur with the implementation of the WDTIP system. This guide will be designed as a tool that can be customized by counties for county-specific training.
Change Leadership Module	This training session contains information that will be provided to county trainers during train-the-trainer training in May 2000. It identifies high-level business processes that may be impacted by the implementation of the WDTIP system as well as recommendations on the successful integration of the system into those processes.
County Trainers	County person or persons designated by county leadership to attend WDTIP train-the-trainer training.
County WDTIP System Administrator (SA)	The county resource designated by County Leadership to fill the local WDTIP SA role.

Term	Description
Instructor/Participant Guides	These guides make up the *System Functionality Training Curriculum* that will be developed specifically to support the *System Functionality Module*. The only difference between the two is that the *Instructor Guide* will include a column that provides county trainer tips and notes.
System Functionality Module	This training session is specifically designed to provide county trainers with the information necessary to become competent in the navigation and utilization of the WDTIP system.
System Functionality Training Curriculum	This training curriculum includes a guided walk-through of the WDTIP system as well as hands-on, scenario-based exercises in the form of *Instructor* and *Participant Guides*. This curriculum is the foundation for the *System Functionality Module*.
System Users	Staff who use the WDTIP system.
WDTIP Training Curriculum and Materials deliverable	The **WDTIP Training Curriculum and Materials** is the formal name for the curriculum deliverable due in February. This deliverable will include the *System Functionality Training Curriculum* (both *Instructor* and *Participant Guides*), the *User Manual*, and the *Change Leadership Guide*.
Training Modules	The WDTIP training will be delivered in three distinct modules or sessions. These include the *System Functionality, Change Leadership* and *Adult Learning Principles Modules*. Each module varies in content and training approach.
Train-the-Trainer	Train-the-trainer is the WDTIP approach to providing counties with WDTIP system training. The WDTIP Implementation Team will train those county resources designated to attend train-the-trainer training sessions. Those resources will subsequently, train county system users.
User Manual	This is being developed to serve as a desktop reference tool for county trainers and system users. It will contain step-by-step "how-to" sections designed to assist users in the completion of processes utilizing the WDTIP system.

7.2 Objective

The objective of this Training Plan is to provide the details for the design, development and delivery of the WDTIP training. The primary objective of training is to make county trainers proficient in the use of the WDTIP system and provide system users with sufficient information to use the WDTIP system. Specifically, the Training Plan:

❑ Outlines issues affecting training by identifying assumptions and constraints

❑ Provides an overview of the WDTIP training strategy

❑ Documents the approach to the WDTIP system, change leadership, and where requested, adult learning principles training. This includes identifying tasks, roles and responsibilities and a milestone schedule

❑ Details the facilities and equipment that will be used

❑ Describes the three training modules

❑ Provides detailed information on the **WDTIP Training Curriculum and Materials** deliverable

❑ Outlines the activities and responsibilities for development and implementation of the WDTIP training region

❑ Identifies major criteria considered for development of the training schedule

❑ Documents the approach for evaluating WDTIP training

7.3 Assumptions and Constraints

This subsection documents significant assumptions that have been used to guide the development of the Training Plan. Constraints representing potential barriers to the successful implementation of this Plan have also been identified. Both are included below.

7.3.1 Assumptions

❑ The contingency plan developed to extend implementation activities (including refresher training) from July through December 2000 will be approved by State control agencies.

❑ The WDTIP Implementation Team will utilize a train-the-trainer approach to train county trainers.

❑ Individual counties are responsible for training system users.

❑ County trainers attending the WDTIP training will already have the following knowledge and skills:

➢ Welfare reform knowledge, specific to TANF 60, CalWORKs 60 WTW 18/24 time-on-aid limitations

➢ Basic keyboarding skills

❑ Other county system implementations will not impact WDTIP training of county trainers.

❑ Each county will assign at least one county trainer to attend WDTIP training; counties will send an average of four county trainers per county.

❑ All county trainers will be able to travel to Sacramento or to a site within their region.

❑ Training for the WDTIP system will require approximately four hours per session.

❑ The WDTIP Implementation Team will conduct training using a training region within the WDTIP database. This region will be ready by mid April 2000.

❑ Counties will require access to the WDTIP training region, whether in their county facility or at an off-site facility, to train system users.

❑ Because county data will be converted in phases after WDTIP training, it is anticipated that some county trainers will need refresher training.

7.3.2 Constraints

❑ WDTIP train-the-trainer sessions must occur prior to system rollout, which is expected on June 1, 2000.

❑ WDTIP training facilities are limited given the WDTIP training requirements below:

➢ Facility must have a sufficient number of terminals with MEDS access

➢ Facility must be available in May and June 2000

❑ Several other systems are going live during the proposed WDTIP conversion, implementation, and training timeframes, which may affect counties' ability to be involved with these WDTIP implementation activities. In particular, these implementations may affect when individual counties are able to train system users. These include:

➢ WCDS' TOA system

➢ LEADER

➢ ISAWS' WTW system

❑ The WDTIP Implementation Team has finite resources to conduct WDTIP system training and to travel to conduct off-site training during the May 2000 timeframe.

7.4 Strategy

The purpose of the training strategy is to identify the best option for training county trainers on the WDTIP system functionality and to provide specific details around the selected training approach. Because the train-the-trainer approach was decided upon before the project was initiated, the training strategy (outlined in the **Implementation Strategy**) focused on identifying where and when the WDTIP Implementation Team would deliver training. This Training Plan is based on the following principles detailed in the training strategy:

❑ All train-the-trainer instruction (for county trainers) will occur prior to June 5, 2000 (the date the system will be made available to all counties). Because the WDTIP system complexity is low and the demand for the WDTIP system is high, the WDTIP Implementation Team decided that providing training in this limited timeframe was the best solution for the counties.

This means that county trainers will be trained on the system during the noted timeframe, regardless of whether the counties have converted their data or not. Once counties have converted their data, refresher training and updated curriculum will be offered that is intended to remind county trainers of the additional functionality provided by the WDTIP system once it contains specific county data.

❑ All train-the-trainer training will be offered at both central and remote sites. Central (i.e., Sacramento-based) training will be offered to those counties or consortia representatives able to travel to Sacramento. Remote (regionally-located) training will be provided to those counties that prefer not to travel to Sacramento. County preferences were provided in the counties' responses to the *WDTIP Implementation Questionnaire* (53 of the 58 counties responded).

7.5   Approach

The WDTIP training approach is based on the training strategy outlined in the **Implementation Strategy** deliverable. This subsection includes all of the detail surrounding what needs to be accomplished to develop the training curriculum and conduct the sessions, who will be responsible for the tasks, how training will be coordinated, where training will occur, and the content that will be covered during training sessions.

Because the WDTIP training will focus specifically on the utilization of the WDTIP system, it is expected that county trainers attending the WDTIP training have welfare reform knowledge, basic computer skills and public speaking/presentation skills. As mentioned above, the training strategy utilizes a combination of training county trainers at both central and remote training sites. The distinction between central and remote training sites is described below:

❑ **Central Training Site** – requires county trainers to travel to Sacramento for training. Counties attending training in Sacramento have been scheduled based upon county willingness to travel, county proximity to Sacramento and number of county trainers.

❑ **Remote Training Site** – requires county trainers to travel to regionally-located training sites. Counties attending remote training have been scheduled based upon preferred regional training sites, county proximity to training site and number of county trainers.

The WDTIP Implementation Team will deliver train-the-trainer training at a total of five sites: four are remote and the fifth is in Sacramento. The WDTIP training facilities will be staffed with a training lead and one or two "roving" assistants. These assistants will

provide one-on-one aid, as necessary. The number of assistants will vary based upon class size and the WDTIP staff availability. The WDTIP training will be divided into three distinct modules (sessions): *System Functionality, Change Leadership* and *Adult Learning Principles Modules*. Each module varies in content and training approach.

The *System Functionality Module* is based on the *System Functionality Training Curriculum* composed of a custom-developed training course that provides a guided walk-through of the WDTIP system, as well as hands-on, scenario-based exercises. The *System Functionality Module* is supported by the *User Manual*, which is designed to be a reference tool for system users by providing step-by-step "how -to" sections on the WDTIP system. Please refer to the *7.8 WDTIP Training Curriculum and Materials* subsection for more detail.

The *Change Leadership Module* is comprised of a presentation and is based on the *Change Leadership Guide*. The *Change Leadership Guide* is designed to help counties identify business process that may be affected by the implementation of the WDTIP system. For more information about the change leadership sessions and materials, please refer below to the *7.7 Training Modules* and *7.8 WDTIP Training Curriculum and Materials* subsections, respectively. For more information on the process to develop these sessions and materials, please refer to the *Change Leadership Plan, Section 8*.

The *Adult Learning Principles Module* is a presentation that provides county trainers with ideas, based upon current theory, on how to most effectively teach adults. More information about this module is contained in the *7.7 Training Modules* subsection.

The remainder of this section identifies and describes the major tasks that must be accomplished to develop and deliver the WDTIP training sessions, roles and responsibilities, details on the training facilities and equipment, the training schedule, training modules and training materials.

7.5.1   Tasks

The primary objective of WDTIP training is to make county trainers proficient in the use of the system so they may provide system users with sufficient information and guidelines to fully utilize the WDTIP system. This subsection outlines the tasks associated with developing and delivering WDTIP system training. Included below, by task, are the task description, timeframe and responsible parties.

❑ **Procure Training Facilities –** The WDTIP Implementation Team is responsible for securing the training sites. All training facilities must include terminals with MEDS access to enable hands-on, scenario-based training using the WDTIP training region. The WDTIP Implementation Team must ensure that enough training sessions are provided to accommodate all county trainers in appropriate regional locations. Facilities for refresher training have been secured as needed. See the *7.6 Facilities and Equipment* subsection below for more detail on the location of these facilities and the projected training dates.

❑ **Develop WDTIP Training Curriculum and Materials and Training Modules** – The WDTIP Implementation Team is responsible for designing and developing the following items:

➢ **WDTIP Training Curriculum and Materials** – The **WDTIP Training Curriculum and Materials** deliverable will include the *System Functionality Training Curriculum*, *User Manual* and the *Change Leadership Guide*. These training materials will be completed as part of the **WDTIP Training Curriculum and Materials** deliverable. Please see the *7.8 WDTIP Training Curriculum and Materials* subsection below for more detail.

➢ **WDTIP Training Modules** – The three WDTIP training modules include *System Functionality, Change Leadership* and *Adult Learning Principles*. Please refer to the *7.7 Training Modules* subsection below for more detail.

❑ **Establish Training Region** – The WDTIP Application and Implementation Teams are responsible for developing and maintaining the WDTIP training region. The WDTIP Implementation Team is responsible for creating user IDs and profiles and for the development of user-specific scenarios in the training environment. The WDTIP Implementation Team will also manage field access details (such as login IDs and CIN numbers) and communications with county trainers. Please see the *7.9 Training Region* subsection below for more detail.

❑ **Schedule and Confirm County Trainers** – The WDTIP Implementation Team is responsible for scheduling all county trainers to the most appropriate location based on preferences, number of county trainers and availability of resources. The WDTIP Implementation Team is responsible for communicating the WDTIP training schedule to county trainers and county contacts. Please refer to the *Training Schedule, Appendix 7-1,* for more information. In March 2000, the WDTIP Implementation Team will begin confirming enrollment and will revise the schedule accordingly. Refresher training will be scheduled as needed. To ensure attendance by all counties, the WDTIP Implementation Team will also be responsible for communicating the importance of training to county leadership and the county contacts. This will be accomplished through ongoing communication vehicles.

❑ **Distribute WDTIP Training Curriculum and Materials** – The reproduction and distribution of the training curriculum and materials, including the quantity to be produced and the schedule for reproduction and distribution will be the responsibility of the WDTIP Implementation Team. One week prior to each training session, the current version of the **WDTIP Training Curriculum and Materials** will be duplicated and delivered to the training instructors by the WDTIP Implementation Team. This will ensure that the most current version of training curriculum is used. The WDTIP Implementation Team will also produce an electronic version of all printed material.

❑ **Deliver WDTIP Training** – The WDTIP Implementation Team is responsible for conducting all WDTIP training at central and remote sites. Counties will be responsible for training system users, as close to system rollout as possible.

❑ **Evaluate and Update Training Sessions and Materials** – The WDTIP
Implementation Team will solicit feedback through evaluations of county trainers and
surveys of system users. This feedback will be used to revise the training sessions as
well as the training materials for ongoing refresher training. Additionally, the WDTIP
Implementation Team will update the **WDTIP Training Curriculum and Materials**
deliverable, as appropriate, based on changes to the WDTIP system. Please refer to
the *7.11 Evaluation* subsection below for more details.

❑ **Provide Ongoing Support** – The WDTIP Implementation Team is also responsible
for providing ongoing support to the counties. This support will be provided to the
counties via the WDTIP Help Desk. County trainers and system users via their
County Help Desks are encouraged to contact the WDTIP Help Desk should they
have questions or issues regarding the WDTIP system. Please refer to the *Help Desk
Plan, Section 9,* for more details.

❑ **Provide Refresher Training** – The WDTIP Implementation Team will provide
refresher training sessions and/or materials to county trainers as needed. Please see
the *7.10.1 Refresher Training* segment of the *7.10 Training Schedule* subsection
below for more details.

7.5.2   Roles and Responsibilities

Many different agencies and individuals must be involved in the completion of the
identified tasks to ensure the successful development and delivery of both the training
sessions and materials. Responsible agencies and individuals are detailed below.

7.5.2.1 WDTIP Team

Although the WDTIP Implementation Team will be responsible for most of the activities
associated with training, other WDTIP teams will also be relied upon to ensure its
successful development and delivery.

❑ **WDTIP Implementation Team –** The WDTIP Implementation Team has procured
training facilities and will provide necessary training equipment, schedule county
trainers, develop and distribute the **WDTIP Training Curriculum and Materials**,
deliver training and refresher training (as needed) and evaluate and update both the
training presentations and materials as necessary. In addition, the WDTIP
Implementation Team will work closely with the WDTIP Application Team to
develop the WDTIP training region, and create user IDs and profiles and develop
user-specific scenarios. More specifically, the WDTIP Implementation Team will
identify the requirements for the training region.

❑ **WDTIP Application Team –** With assistance from the WDTIP Implementation
Team, the WDTIP Application Team will develop and maintain the training region.

❑ **WDTIP Help Desk –** The WDTIP Help Desk will provide continued support to
county trainers as they train system users on the WDTIP system.

7.5.2.2 Counties/Consortia

The WDTIP Implementation Team will work closely with consortia representatives,
county leadership and county trainers in the development and delivery of training.

❑ **County Leadership –** The WDTIP Project Management will request that county leadership designate at least one county staff person to attend WDTIP training. These designees will then be responsible for training county system users, County Help Desk resource(s) and the county WDTIP SA on WDTIP system functionality. County leadership will also be requested to designate County Help Desk resource(s) and the county SA.

❑ **County Contact** – The WDTIP Implementation Team will be contacting representative county contacts to request assistance with the identification of the high-level business process changes affected by implementation of the WDTIP system. The WDTIP Implementation Team will solicit input from county and consortia representatives to identify these changes. These changes will then be incorporated into the *Change Leadership Module* and the *Change Leadership Guide.* Regional county contacts also assisted the WDTIP Implementation Team with the procurement of training facilities. Please refer to the *Change Leadership Plan, Section 8,* for more details.

❑ **Consortia Representatives** – As mentioned above, the WDTIP Implementation Team will contact consortia representatives, along with representative county contacts, to request assistance with the identification of high-level business processes potentially impacted by implementation of the WDTIP system.

❑ **County Trainers** – County trainers will attend WDTIP training and will subsequently train county WDTIP system users, and County Help Desk resource(s) and county SA.

❑ **County Help Desk** – The County Help Desk will provide the first level of system support to county system users. The County Help Desk resource(s) will act as the liaison between county system users and the WDTIP Help Desk. The SA will manage WDTIP system IDs and profiles for county system users. County Help Desk resources are encouraged to attend either the WDTIP train-the-trainer session or county delivered training.

❑ **County System Users** – County system users are encouraged to attend WDTIP system training provided by the county.

7.5.3 Milestone Schedule
The following table provides timeframes for the high-level tasks provided in the *7.5.1 Tasks* section above.

Table 7-2: Milestone Schedule

Task	Responsible Party	Timeframe

Task	Responsible Party	Timeframe
Procure Training Facilities	Implementation Team	Completed
Develop WDTIP Training Curriculum and Materials	Implementation Team	November 1999 – February 2000
Develop WDTIP Training Modules	Implementation Team	November 1999 – April 2000
Establish Training Region	Implementation Team Application Team	February 2000 – April 2000
Designate County Participants	Counties	March 2000
Schedule and Confirm County Trainers	Implementation Team	March 2000 – April 2000
Distribute WDTIP Training Curriculum and Materials	Implementation Team	April 2000 – December 2000
Deliver WDTIP Training	Implementation Team	May 2000 – June 6, 2000
Evaluate and Update Training Sessions and Materials	Implementation Team	May 2000 – December 2000
Provide Ongoing Support	Implementation Team	May 2000 – December 2000
Provide Refresher Training	Implementation Team	June 2000 – December 2000

7.6   Facilities and Equipment

The WDTIP Implementation Team is responsible for procuring the training sites. WDTIP training facilities were chosen based upon availability, classroom capacity, equipment requirements and geographic location. In September 1999, the *WDTIP Implementation Questionnaire* was distributed to all county contacts and asked whether counties would consider volunteering training facilities for WDTIP system training. Counties that did have facilities were asked how many county trainers they could accommodate and whether the classroom had terminals with MEDS access. Terminals with MEDS access became a critical factor in determining which facilities could be used because MEDS allows training using the WDTIP system.

Training facilities with terminal access to MEDS were reserved in November 1999 and are listed in the table below:

Table 7-3: WDTIP Training Facilities

Facility Location	No. Terminals	Date Reserved
Shasta County Department of Social Services	12	May 3, 2000 May 4, 2000
Sacramento County Training Center	30	May 8, 2000 May 9, 2000 May 11, 2000 *June 6, 2000**

Facility Location	No. Terminals	Date Reserved
Stanislaus County Department of Social Services	12	May 16, 2000 May 17, 2000 May 18, 2000
Kern County Department of Social Services	17	May 24, 2000 May 25, 2000
Orange County Department of Social Services	12	May 29, 2000 May 30, 2000 May 31, 2000

* One additional training session has been scheduled to accommodate county trainers who are not able to attend the May 2000 training.

7.7   Training Modules

The WDTIP system train-the-trainer sessions will be delivered in three modules to facilitate training of county trainers. Each module includes an introduction and overview presentation using a traditional stand-up lecture, supplemented with visual aids (flip charts, power point slides, or computer presentation software using screen projection equipment). The WDTIP Implementation Team is responsible for providing all visual aids, materials and equipment. Each WDTIP training module will be developed to meet two sets of objectives: knowledge and performance.

The knowledge (conceptual) objectives outline the specific WDTIP system concepts and features that county trainers will understand at the completion of the training. At the completion of training, county trainers will be able to:

❑   Identify the background, features and functionality of the WDTIP system

❑   Understand the basic layout and screen standards of the WDTIP system

❑   Describe how menus, function keys, and system queues are used to navigate the WDTIP system

The performance (skill-based) objectives outline the tasks that county trainers will perform. At the completion of training, county trainers will be able to:

❑   Navigate through the 20 screens within the WDTIP system

❑   Understand the purpose of the 16 inquiry screens and four update screens as well as the data that is presented on each of the screens

❑   Understand the functionality of the four update screens and how to add, modify or delete records on these screens

❑   Understand the potential for data files in generating timeclock related reports

In addition to the objectives listed above, the training sessions will be developed to demonstrate how the implementation of the WDTIP system may affect some of the county's current business practices and will provide insight into current ideas on how to most effectively train adults. To accomplish all of this, the WDTIP Implementation Team is developing three training modules for county trainers. The WDTIP Implementation Team encourages all county trainers to attend the first two modules; the third module will be provided to county trainers as elected. All three modules are described below.

7.7.1   Module 1: System Functionality

The *System Functionality Module* will be the core of the training session and will provide county trainers with all information needed to fully understand and utilize the WDTIP system. This module will concentrate on a thorough review of the background, functionality, navigation and use of the system. WDTIP trainers will provide a walk-through of the inquiry and update screens, including a description of the data presented

on each of the screens. County trainers will also be given scenario-based exercises designed to provide hands-on practice using the WDTIP system. These scenarios are intended to teach the county trainers how to navigate through the WDTIP system, demonstrate how the inquiry and update screens are used, and focus on the additional functionality provided by the WDTIP system.

System functionality training will be conducted using a hands-on training session where the WDTIP trainer will use a terminal (with MEDS access) connected to an overhead viewer to enable county trainers to follow the training materials visually. County trainers will be able to follow along with the WDTIP trainer using their own computers, and then will practice what they have learned using the scenarios that are included in the training materials. County trainers will complete the scenarios using the online training region. The *System Functionality Module* will last approximately two hours.

The *System Functionality Training Curriculum* will contain an *Instructor Guide* and a *Participant Guide*. WDTIP trainers will use the *Instructor Guide* while training county trainers. County trainers will be given the *Participant Guide* to be used as a tool in the counties to train county system users. The only difference between the *Instructor Guide* and *Participant Guide* is the column for instructor tips in the *Instructor Guide*. Both guides include related "how-to" guides, hands-on exercises and step-by-step instructions for completing the tasks presented in each scenario.

7.7.2   Module 2: Change Leadership

The *Change Leadership Module* will be designed to provide county trainers with the identified high-level county business processes that may be impacted by the WDTIP system implementation as well as recommendations on how to most effectively integrate the WDTIP system to those affected processes. The purpose of the *Change Leadership Module* is to ensure that county trainers understand how their business processes may change and how they can benefit from using the WDTIP system to determine welfare reform time-on-aid limitations.

Other business processes that may be impacted are those associated with the county WDTIP SA role: this may include working with the county MEDS Coordinator to validate MEDS access (by county system users) and user capabilities to establish level of access within the WDTIP system. The Implementation Team will provide counties with procedures to perform the identified county WDTIP SA tasks.

The *Change Leadership Module* will consist of a presentation on the potential uses of the WDTIP system. The corresponding *Change Leadership Guide* will be distributed to county trainers. Within this guide , the WDTIP Implementation Team will identify how the WDTIP system may enhance current county business practices and will detail procedures necessary to perform the county WDTIP SA tasks. The *Change Leadership Module* is expected to last one hour. The presentation and the guide are meant to be tools that counties can use to assist in the identification and modification of impacted county business processes. The *Change Leadership Guide* will be constructed to enable counties

to customize it for use in identifying and addressing county-specific business practice changes.

7.7.3   Module 3: Adult Learning Principles

The *Adult Learning Principles Module* will consist of a half-hour presentation that provides suggestions for how county trainers can effectively teach adult learners. This presentation will be given to county trainers to use as a tool when developing training plans to train system users. The *Adult Learning Principles Module* is intended to stimulate thought about how adults learn differently and is based on current adult learning principles. The premise of this *Adult Learning Principles Module* is that adults learn best when taught in a combination of ways: visually, orally and with hands-on experience.

7.8   WDTIP Training Curriculum and Materials

The WDTIP Implementation Team is also developing the **WDTIP Training Curriculum and Materials** deliverable, which is a collection of training materials necessary to support the three training modules. This subsection describes this collection of materials, which include:

❑   *System Functionality Training Curriculum (Instructor and Participant Guides)*

❑   *User Manual*

❑   *Change Leadership Guide*

7.8.1   System Functionality Training Curriculum

The WDTIP *System Functionality Training Curriculum* will be designed to ensure county trainers fully understand the functionality of the WDTIP system and are able to access and utilize all system features. This course material will be used in instructor-led sessions and includes a complete description of the functionality of each of the screens in the WDTIP system and the data fields presented on each screen.

The *System Functionality Training Curriculum* will be divided into three sections to promote a logical pattern of learning. Section 1 provides the "what" of the WDTIP system and details the system background, system access, screen standards and navigation methods. This section will be designed to provide the user with understanding of the basic system design and navigation options. Section 2 will provide the "how" of the WDTIP system and contains a detailed review of all inquiry and update screens with step-by-step instructions of how to perform system specific functions. This section will be designed to provide the county trainers with an understanding of the screens and the relevance of the data presented on each screen. Section 3 will provide an overview of the report file data that will be generated by the WDTIP system and includes recommendations for how to use the data for both caseload management and program management activities.

The *System Functionality Training Curriculum* will contain an *Instructor Guide* and a *Participant Guide*. The *Instructor Guide* will include related "how-to" guides and step-by-step instructions for completing the tasks presented in each scenario. These guides will be identical in content except the *Instructor Guide* will include a separate column for county trainer tips and notes.

The *System Functionality Training Curriculum* will support a classroom-like setting, where county trainers work at terminals with hands-on access to the WDTIP training region. Practice scenarios will be provided and reviewed to ensure users fully understand WDTIP navigation and system functionality.

7.8.2   User Manual

The WDTIP *User Manual* will be distributed to county trainers during the WDTIP system training and is designed as a desktop reference tool for county trainers and system

users. The WDTIP *User Manual* will assist users in maximizing the use of the WDTIP system in their daily business practices by enhancing their understanding of the functionality of the system. The *User Manual* will contain a complete step-by-step review of system functionality, system access and logon protocol, navigation, use of screens, description of data elements, the generation and use of reports, and Help Desk contact procedures. The *User Manual* will provide the following:

❑   "How-to's" explaining WDTIP system functionality

❑   Screen-by-screen navigational steps required to accomplish specific actions

❑   A tool to successfully complete actions in the WDTIP system

7.8.3   Change Leadership Guide

The WDTIP *Change Leadership Guide* will be provided to county trainers during the WDTIP *Change Leadership Module* and will be designed to assist in the identification of business practices that may be impacted by the implementation of the WDTIP system. The guide will also provide recommendations for how to most effectively integrate the WDTIP system into impacted business processes. Within this guide, the WDTIP Implementation Team has identified how the WDTIP system can be utilized to enhance current county business practices in the area of time-on-aid tracking. The guide has been designed to be a tool that can be customized by counties for use in identifying and addressing their county-specific business process changes.

7.9   Training Region

To most effectively train county trainers on the WDTIP system, the WDTIP trainer must be able to guide county trainers through the system. By leading county trainers through specific scenarios, the WDTIP trainer will be able to describe all of the WDTIP system screens (20, including the update screens), and to demonstrate how to navigate through the screens as well as demonstrate the new functionality. This type of training provides the county trainers with hands-on experience using the system.

To provide this type of training, the WDTIP trainer will need a controlled environment that not only simulates the WDTIP system, but also ensures the integrity of the data and scenarios that have been developed. To accomplish this, the WDTIP Project will develop a separate training region within the WDTIP system. This region will be developed by mid April 2000 and will be used by both the WDTIP Implementation Team to train county trainers and by counties to subsequently train system users. The subsections below provide a description of the components of the training environment that are necessary to support the training region described above.

7.9.1   Architecture

The WDTIP training region will contain DB2 and CICS components similar to the WDTIP system/integration test environment. There will be three CICS region connections to provide connections for the online components of the WDTIP system to the WDTIP database and to the SCI and MEDS systems. The DB2 database and the CICS regions that will require support during training will be defined by April 2000.

7.9.2   Software

The WDTIP training environment will be a dedicated region on the WDTIP development/host server. Basically, it will be a copy of the WDTIP system and database. The separation of the training region from the development, testing and production regions allows the training region to operate independently. With this independence, the WDTIP Implementation Team can create CINs with certain information that will be used to develop specific training scenarios. In addition, this independence ensures that county trainers and system users are provided a safe environment in which they can be trained on the WDTIP system without corrupting data in other regions.

Software used in the WDTIP training region will closely mirror the software operating in other WDTIP environments. This means that the training region will reflect what the user experiences in the actual WDTIP system. To ensure that county trainers and system users continue to be trained in an environment that looks and works like the actual system, the training region must be updated when changes are made to the WDTIP system. Changes to the WDTIP system are dependent upon and defined by the current WDTIP Configuration Control Process.

7.9.3   Development and Maintenance of the Training Database

The WDTIP training database will contain all the data necessary to conduct the system walk-through (navigation through the 20 screens) and hands-on scenarios developed for

the *System Functionality Training Curriculum*. This data must include case and person information, individual program information, and reporting information. It is essential that the program data used provide predictable training results to facilitate an effective learning environment. The data required to build the training database will be dictated by the data needs of these system walkthroughs and hands-on scenarios established in the *System Functionality Training Curriculum*. The data that will be loaded into the training region database will support the scenarios outlined in the *System Functionality Training Curriculum.*

To develop the training database, the WDTIP Implementation Team must obtain a sufficient number of CINs, with associated program data, to develop the training scenarios for all WDTIP system training sessions (for WDTIP trainers when training county trainers and for counties when training system users). The data for all the CINs within a group will be manipulated to specifically meet the criteria for each training scenario that will be used in the training curriculum. To ensure data integrity for each training session, the WDTIP Implementation Team will need to establish numerous groups of these CINs.

One group of CINs will be dedicated to the WDTIP trainer; the other groups will be assigned to counties based on when they are scheduled to train system users. More than one group of CINs is needed for counties so that no two counties are training with the same group of CINs at the same time. If two different counties were using the same group of CINs at the same time, system users from one county could corrupt the training scenarios for the other county by updating screens with the same CIN. By establishing numerous groups of CINs, assigning the CIN groups to ensure no two counties are using the same groups at the same time, and resetting the data weekly (at a minimum) it will help ensure that the scenarios are not corrupted.

As mentioned above, once the groups of CINs are used, the WDTIP Application Team will need to reset the data (stripping it of all updated information that was input) to ensure that the training scenarios are not corrupt. How often this will need to occur will be dependent upon how often each group of CINs will need to be used. If each group of CINs is assigned daily, the data will need to be reset daily. If there are enough groups of CINs so that each group is only assigned for one training session per week, the data will only need to be updated weekly.

The details regarding the requirements of the DB2 database and the CICS regions that will support training will be determined in conjunction with the training scenario development by April 2000.

7.9.4   Training Region Maintenance after May 2000

The WDTIP training region will reside on the development/test host server. It is recommended that the training region remain available to the county after implementation is completed. Counties will require time to organize and provide training to system users. Although the WDTIP system is not complex, the WDTIP Implementation Team anticipates that most system users will require some level of

instruction on the system. The WDTIP Application Team will maintain a training environment for counties (to train system users) for six months following system implementation.

7.10 Training Schedule

The WDTIP Implementation Team considered five major factors while developing the training schedule: training timeframe, training facilities, the number of county trainers, preferences (county and WDTIP) and resources. Most of the factors mentioned were difficult to prioritize as they were equally important. The factors are discussed in more detail below:

❑ **Training Timeframe** - The WDTIP Implementation Team must conduct training after the training region has been developed (April 2000) and before the WDTIP system rollout in June 2000. This means training must be delivered in May 2000. In addition, this aggressive timeframe also affects how quickly counties must turn around training for system users. When scheduling training for county trainers, as much consideration as possible was given to scheduling larger counties earlier to ensure they have ample time to train system users.

❑ **Facilities** – Availability of training facilities during May 2000 was also critical for determining the training approach. Not only was the availability and location of facilities crucial, but each facility also had to be large enough and needed to have a sufficient number of terminals with MEDS access. The availability of facilities affects where training is held, the number of training sessions that can be scheduled and the level of WDTIP resources needed.

❑ **Number of County Trainers** – The WDTIP Implementation Team obtained estimates of the number of county trainers attending training through the *WDTIP Implementation Questionnaire*. Although the actual number will fluctuate, the WDTIP Implementation Team anticipates training approximately 350 county trainers in May 2000. The number of county trainers impacted not only the number of training sessions that need to be conducted, but also the number of WDTIP resources needed.

❑ **Preferences** – County and WDTIP preferences factored prominently in the scheduling process. County preferences were compiled through the *WDTIP Implementation Questionnaire*. Of the 53 counties that responded to the *WDTIP Implementation Questionnaire*, 75% stated they could come to Sacramento for training. The remaining 25% preferred regional training to reduce travel. The WDTIP Implementation Team made every attempt to accommodate these requests. Because some county trainers needed to be trained regionally, the WDTIP Implementation Team procured regional facilities to reduce county trainer travel time, where it made sense. Only 80 of the approximately 350 county trainers will be trained in Sacramento.

❑ **Resources** – The WDTIP Implementation Team has a limited number of staff available to conduct training and assist with WDTIP implementation activities within the required timeframe. Counties also have limited staff available to send to WDTIP training due to many other competing projects. Therefore, the number of available resources (both county and WDTIP) also affects the training schedule. The WDTIP Implementation Team was able to commit most of the team to training in May 2000

and will provide one additional session in June 2000 for counties with competing interests during the training timeframe.

Please see the ***Training Schedule*** in ***Appendix 7-1*** for details. All WDTIP training sessions are currently scheduled for May 2000. One additional session has been scheduled to accommodate county trainers who are not able to attend the May 2000 training. This session has been scheduled in Sacramento on June 6, 2000.

7.10.1 Refresher Training

Even though system rollout is expected to occur in June 2000, the WDTIP Team anticipates that not all counties will have converted their data by this date. Because some counties may be converting data later, the WDTIP Implementation Team will provide additional support to county trainers by offering either refresher training sessions or updated training curriculum and materials, as needed. This refresher training is intended to remind county trainers of the additional functionality the WDTIP system provides once county data is available. Refresher training could come in the form of abbreviated training sessions, updated training curriculum and materials or even additional Help Desk support. The WDTIP Implementation Team will ensure that the training curriculum and materials are continually updated and that all county training needs will be met through December 2000. Refresher training sessions and training curriculum and materials will be provided for county trainers as needed.

7.11 Evaluation

The WDTIP Implementation Team will evaluate the effectiveness of training in satisfying the knowledge and performance objectives described in the *7.7 Training Modules* subsection. A combination of formal and informal evaluation approaches are planned to ensure that substantive feedback is received from county trainers and system users. The WDTIP Implementation Team recommends the following means of evaluation (each is described in further detail below):

❑ *WDTIP Training Evaluation Form*

❑ County Surveys

❑ Evaluation of WDTIP Help Desk Tickets

7.11.1 WDTIP Training Evaluation Form
To obtain immediate feedback on the WDTIP training sessions (content and presentation) and the corresponding WDTIP training materials, the WDTIP Implementation Team has developed the *WDTIP Training Evaluation Form*. The evaluation form will be provided to all county trainers at the end of each training session and will also be e-mailed to those who prefer completing it later. The WDTIP Implementation Team will request that county trainers complete the evaluation form and return it within one week of the training session to ensure the most accurate feedback.

Information provided via the *WDTIP Training Evaluation Form* will continually be used to improve the WDTIP system training. Recommendations for improvements will be evaluated and incorporated into training sessions and training materials, where appropriate. Updated training materials will be posted to the WDTIP website and county trainers will be informed of any changes through existing communication vehicles. A sample of the *WDTIP Training Evaluation Form* is included in *Appendix 7-2.*

7.11.2 County Surveys
Because the *WDTIP Training Evaluation Form* is intended for general feedback on the training sessions and curriculum and is not intended to measure the effectiveness of training, the WDTIP Implementation Team will also conduct county training surveys. The county training surveys will be conducted to obtain feedback from both county trainers and system users on the true effectiveness of the WDTIP training. The WDTIP Implementation Team will prepare questions beforehand and then conduct interviews via telephone or site visits.

The county trainers will be surveyed at least one month after initial WDTIP system training has been completed. The surveys will be designed to obtain feedback and evaluation of the training curriculum, materials and delivery. The questions about screen navigation, inquiry and update functions will prove to be the most critical in determining whether county trainers and system users are fully utilizing the WDTIP system. The methods mentioned above for incorporating improvements will be used here as well.

7.11.3 Evaluation of Help Desk Tickets

To supplement the evaluation forms and the county surveys, the WDTIP Implementation Team will also evaluate the tickets being submitted to the WDTIP Help Desk on a weekly and monthly basis. As counties begin using the WDTIP system, the county and WDTIP Help Desks will provide support to the system users. This information will be compiled and analyzed to determine if there are patterns to the tickets and calls received, if there are any system changes that need to be made, or if counties need more direction on how to use the system. The WDTIP Implementation Team will incorporate and communicate these changes as mentioned above in the *WDTIP Training Evaluation Form* subsection.

8.   Change Leadership Plan

8.1   Definition

For the purposes of the WDTIP Project, change leadership is defined as the process by which business process changes resulting from implementation of the WDTIP system are identified and communicated to the counties through WDTIP training and existing communication media.

The table below provides definitions of potentially unfamiliar terms and phrases used throughout this Change Leadership Plan.

Table 8-1: Change Leadership Definitions

Term	Description
Change Leadership	The process by which business process changes resulting from the WDTIP system implementation are identified and communicated to the counties.
Change Leadership Guide	This guide will identify potential changes to existing county business processes that may occur with the implementation of the WDTIP system. The guide will be designed as a tool that can be customized by counties for county-specific training.
Change Leadership Module	This module contains information that will be provided to county trainers during train-the-trainer training in May 2000. It identifies high-level business processes that may be impacted by the implementation of the WDTIP system as well as recommendations on the successful integration of the system into those processes.
County Trainers	County person or persons designated by county leadership to attend WDTIP train-the-trainer training.

8.2   Objective

The objective of the Change Leadership Plan is to assist counties with the identification of business process changes that may be brought about by implementation of the WDTIP system. The purpose of these activities is to ensure that system users understand how their business processes may change and to identify how these changes will assist them in the tracking of time-on-aid limitations imposed by Welfare Reform regulations. Changes are more easily accepted, supported and implemented when the user has a thorough understanding of the reasons for the change. Specifically, the Change Leadership Plan:

❑ Outlines issues affecting the change leadership activities by identifying assumptions and constraints

❑ Provides an overview of the WDTIP change leadership strategy

❑ Documents the approach to change leadership activities. This includes identifying tasks, roles and responsibilities and a milestone schedule

❑ Describes both the *Change Leadership Module* and the *Change Leadership Guide* to be incorporated into the training modules and the **WDTIP Training Curriculum and Materials** deliverable, respectively

It is important to note that change leadership is referenced in the *Training Plan, Section 7*. This section provides details on how the change leadership activities have been incorporated into WDTIP training.

8.3   Assumptions and Constraints

This subsection documents significant assumptions that have been used to guide the development of the Change Leadership Plan. Constraints representing potential barriers to the successful implementation of this Plan have also been identified. (Any assumptions made or constraints identified that are specific to WDTIP training—and not specific to the development of the *Change Leadership Module* or *Change Leadership Guide*—were included in the *Training Plan, Section 7*.) Assumptions and constraints are included below.

8.3.1 Assumptions
❑ The contingency plan developed to extend implementation activities (including refresher training) from July through December 2000 will be approved by State control agencies.

❑ Anticipated changes to county business processes resulting from the implementation of the WDTIP system are not expected to be extensive as the WDTIP system will provide an additional tool that counties can utilize to enhance current business processes related to Federal and State time-on-aid tracking.

❑ The WDTIP Implementation Team will work with consortia representatives, county contacts and county trainers to identify business processes that may be impacted by the implementation of the WDTIP system.

8.3.2 Constraints
❑ Counties will have limited resources to dedicate to change leadership activities.

❑ The *Change Leadership Guide* will be included as a part of the **WDTIP Training Curriculum and Materials** deliverable. Therefore, the guide must be completed by February 18, 2000.

o   The *Change Leadership Module* is one of the three training modules to be presented with the WDTIP training sessions. Therefore the *Change Leadership Module* must be developed by May 2000.

8.4   Strategy

The purpose of the change leadership strategy is to facilitate and promote the acceptance and use of the WDTIP system. The WDTIP Implementation Team will provide county trainers with the information necessary to identify and implement appropriate changes to their current county-specific business processes. The change leadership strategy (outlined in the **Implementation Strategy**), focuses on identifying high-level business processes that may change and communicating these potential changes to counties using WDTIP training sessions and existing communication media.

8.5   Approach

The WDTIP change leadership approach is based on the strategy outlined in the **Implementation Strategy** deliverable. This section includes all of the detail surrounding what needs to be accomplished to develop and deliver the *Change Leadership Module*, including development and distribution of the *Change Leadership Guide*. The WDTIP Implementation Team has gathered information on high-level (general) welfare-related business processes from designated county and consortia representatives. Consortia managers assisted the WDTIP Implementation Team in selecting a representative sample of counties (selected by consortia, size and previous involvement) to participate in this data gathering process.

The WDTIP Implementation Team then analyzed the information gathered to determine which processes may be impacted by implementation of the WDTIP system. After identifying these changes, the WDTIP Implementation Team will use information gathered to develop the *Change Leadership Guide*. The purpose of the guide is to provide county trainers with a "tool" to help identify potential changes in their own county business processes as well as to make recommendations on how to most efficiently integrate the use of the WDTIP system into already established county procedures. The guide will provide the supporting material for the *Change Leadership Module,* one of the three training modules to be provided with the WDTIP training. Please see the *8.6 Change Leadership Training Materials* subsection below for more details.

8.5.1   Tasks
The primary objective of the Change Leadership Plan is to provide counties with a tool that can assist them in the identification and modification of impacted county business processes. This subsection outlines the tasks associated with the development and delivery of the *Change Leadership Module* and associated *Change Leadership Guide*. Included below, by task, are the task description, timeframe and responsible parties.

❑ **Gather Data** – The WDTIP Implementation Team has gathered data on current and future high-level welfare-related business processes from the representative counties identified in conjunction with consortia management. The Implementation Team evaluated these processes for any potential changes that may be brought about by the implementation of the WDTIP system. The data was solicited from interviews with county contacts, consortia representatives and county trainers.

❑ **Identify Business Process Changes** – After gathering data on the current and future business processes that may be impacted by WDTIP system implementation, the WDTIP Implementation Team analyzed the data and identified recommended changes that may help counties facilitate an efficient integration of the WDTIP system. It is expected that county business processes will not change significantly.

❑ **Analyze Potential Changes** – The WDTIP Team analyzed the accumulated data to determine how identified specific business processes may change and whether the potential changes differ by county or by consortia. The WDTIP Implementation Team then determined the potential impact of recommended process changes.

❑ **Develop Change Leadership Module and Guide** – The WDTIP Implementation Team is currently developing the *Change Leadership Module*, which will include a change leadership presentation and be supported by the *Change Leadership Guide*. The presentation will offer an overview of the change process as well as recommendations on the effective utilization of the WDTIP system. The guide will provide an outline of the high-level business processes that may be impacted by the implementation of the WDTIP system. The guide can be customized by counties for use in identifying and addressing their county-specific business process changes. The *Change Leadership Guide* will be developed as a part of the **WDTIP Training Curriculum and Materials** deliverable. The *Change Leadership Module* will be developed in time for WDTIP training. The module and guide are described further in the *8.6 Change Leadership Training Materials* subsection of this document.

❑ **Deliver Change Leadership Module** – The *Change Leadership Module* will be delivered during the WDTIP system training. This session will include a review of the *Change Leadership Guide* and an interactive discussion regarding the effective integration of the WDTIP system into current county processes.

❑ **Provide Ongoing Support** – The WDTIP Implementation Team will establish WDTIP system support measures to aid county staff in accepting and using the WDTIP system. It is expected that the WDTIP system training will provide the greatest amount of support and guidance. Please refer to the *Training Plan, Section 7*, for more information on how support will be provided during WDTIP training.

The WDTIP Help Desk will be available from June 1, 2000 on to assist counties through training (including change leadership activities) and conversion.

8.5.2   Roles and Responsibilities
Many different agencies and individuals must be involved in the completion of the identified tasks to ensure the successful delivery of the change leadership materials. Responsible agencies and individuals are detailed below.

8.5.2.1 WDTIP Team

Although the WDTIP Implementation Team will be responsible for most of the activities associated with the change leadership activities, other WDTIP teams will also be relied upon to ensure the successful development and delivery of change leadership training modules.

❑ **WDTIP Implementation Team** – The WDTIP Implementation Team has gathered data on county welfare business processes that may be impacted, identified county business processes that may change, and determined how these processes may change. In addition, the WDTIP Implementation Team will develop the *Change Leadership Module* and *Guide*, deliver the change leadership training and provide support to counties as they identify and modify county-specific business processes.

❑ **WDTIP Help Desk Staff** – The WDTIP Help Desk staff will provide continued support to counties as they continue to integrate the WDTIP system into existing county-specific business processes.

8.5.2.2 Counties/Consortia

The WDTIP Implementation Team will work closely with consortia representatives, county leadership and county trainers in the development of both the *Change Leadership Module* and *Guide*.

❑ **County Leadership** – The WDTIP Project Management will request that county leadership designate at least one county resource to attend WDTIP training. Please refer to the ***Training Plan, Section 7***, for more information on county trainers.

❑ **County Contact** – The WDTIP Implementation Team has contacted counties identified in conjunction with the consortia managers to request assistance with the development of the *Change Leadership Guide*. County contacts within the identified counties have been asked to provide input regarding the identification and evaluation of county welfare business processes that may be impacted by the implementation of the WDTIP system.

❑ **County Trainers** – The WDTIP Implementation Team also contacted designated county trainers to request more detailed assistance with the development of the *Change Leadership Guide*. County trainers will also attend the *Change Leadership Module* of the WDTIP training. County trainers can incorporate information on potentially impacted business processes in their subsequent training of system users.

❑ **County System Users** – County system users will be trained on any county-specific business process changes by county trainers.

❑ **Consortia Representatives** – The WDTIP Implementation Team contacted consortia representatives, as necessary, to request assistance in the development of the *Change Leadership Guide*, specifically in the gathering of data regarding current business processes that will be used to evaluate potential impacts of the implementation of the WDTIP system.

8.5.3 Milestone Schedule

The following table provides timeframes for the high-level tasks provided in the *8.5.1 Tasks* section above.

Table 8-2: Milestone Schedule

Milestone	Responsible Party	Timeframe
Gather Data	Implementation Team	Completed
Identify Business Process Changes	Implementation Team	Completed
Analyze Potential Changes	Implementation Team	Completed
Develop *Change Leadership Guide*	Implementation Team	Completed
Deliver *Change Leadership Module*	Implementation Team	May 2000 – June 6, 2000
Provide Ongoing Support	Implementation TeamWDTIP Help Desk	May 2000 – Dec 2000

8.6 Change Leadership Training Materials

Change leadership training is designed to provide county trainers with information on the identification of high-level county business processes that may be impacted by the WDTIP system implementation, as well as recommendations on the integration of the WDTIP system into those potentially affected county business processes. The purpose of the *Change Leadership Module* is to ensure that county trainers understand how their business processes may change and how those changes will assist in the proper application of the new welfare reform time-on-aid limitations.

The *Change Leadership Module* will consist of a presentation by the WDTIP trainers and includes information on the potential uses of the WDTIP system. The corresponding *Change Leadership Guide* will be distributed to county trainers. Within this guide, the WDTIP Implementation Team will identify how the WDTIP system may enhance current county business practices. The presentation and the guide are meant to be tools that county trainers can use to assist in the identification and modification of impacted county business processes. The *Change Leadership Guide* will be constructed to enable county trainers to customize it for use in identifying and addressing county-specific business practice changes.

9.   Help Desk Plan

9.1   Definition

The Help Desk is a means by which system users can obtain information on and assistance with use of a system. For the purposes of the WDTIP Project, the Help Desk structure is organized into three levels of support. Level I is the County Help Desk or designated county resource(s), Level II the WDTIP Help Desk and Level III is the HHSDC Help Desk.

The County Help Desk (Level I) support should be the system users' first stop for problem resolution. The WDTIP Help Desk (Level II) support is intended to provide assistance if a problem needs to be escalated because it cannot be resolved by the County Help Desk. The WDTIP Help Desk is also responsible for resolving issues and submitting change requests. The HHSDC Help Desk (Level III) will provide support for hardware, network or connectivity problems that cannot be resolved by the WDTIP Help Desk.

The table below provides definitions for potentially unfamiliar terms and phrases used throughout this Help Desk Plan.

Table 9-1: Help Desk Definitions

Term	Description
Access Project Tracking System (PTS)	The database that is used by the WDTIP to track and manage issues, incidents and change request.
Change Request	A formal request for a change to any component of the WDTIP system subject to configuration control that provides stakeholders with a means to request changes or enhancements to the WDTIP system. A change request differs from either a problem or issue in that it is subject to the configuration control process for resolution.
County Designated Resource(s)	County staff that provides user support to the county WDTIP system users in those counties that do not have an existing Help Desk. These resources contact the WDTIP Help Desk when a problem cannot be resolved.

Term	Description
County Help Desk (Level 1)	The County Help Desk provides the primary support to the county WDTIP system user. WDTIP is proposing that those counties with an established Help Desk provide this ongoing support to assist the county WDTIP system users in resolving their problems with the WDTIP system and answering questions regarding use of the WDTIP system.
County WDTIP System Administrator (SA)	A county resource designated to perform WDTIP system access and security tasks.
Help Desk Reference Materials	County or WDTIP documentation intended to support the Help Desk resources at all levels. These materials will assist the County Help Desk resource(s) when troubleshooting WDTIP system problems, answering questions or following guidelines for escalating a system problem or concern.
Help Desk Structure	The WDTIP Help Desk structure is comprised of three levels of system user support. Level I support, the County Help Desk (whether it is the County Help Desk or a county resource), Level II, the WDTIP Help Desk and Level III the HHSDC Help Desk. These three levels operate together to create the Help Desk structure for the WDTIP.
HHSDC Help Desk Level III	The HHSDC Help Desk will be relied upon to provide technical network and hardware support to the WDTIP Help Desk. The HHSDC will also provide extended hours support to the WDTIP Help Desk.
Issue	A problem or concern entered into the Access database that requires some level of Project Management intervention for resolution.
Level I Support	The County Help Desk or county designated resource(s) provides Level I user support. This is the first stop for problem resolution and should eventually intercept the largest percentage of user questions and problems.
Level II Support	The WDTIP Help Desk provides Level II user support. This assistance is considered an escalation of a problem that is not resolved at the county level.

Term	Description
Level III Support	The HHSDC Help Desk provides Level III user support. This support is provided only where hardware or network problems have been determined to be the origin of the problem.
Problem	A system event or user query that is received by the WDTIP Help Desk and can either be resolved by the WDTIP Help Desk or by the HHSDC Help Desk.
Remedy Action Request System (Remedy)	Remedy software is a problem tracking software that will be used by the WDTIP Help Desk to track and manage all WDTIP Help Desk problems.
SOLVE Problem	The current problem tracking system used by HHSDC Help Desk to acquire information from system users, request service and/or report a problem. When a problem is referred to HHSDC, a *SOLVE Problem* Ticket will be opened and assigned to the Technical Support center via the HHSDC Help Desk. This ticket will reference the Remedy ticket number to keep the problems coupled for each agencies.
WDTIP Help Desk (Level II)	The WDTIP Help Desk is the primary support to the counties. The WDTIP Help Desk will assist County Help Desks in resolving their problems with the WDTIP system and answering questions regarding use of the WDTIP system. The WDTIP Help Desk will also escalate a problem that cannot be resolved to the HHSDC Help Desk or to the WDTIP management.

9.2   Objective

The objective of the Help Desk Plan is to provide the WDTIP with a practical approach for establishing and operating the WDTIP Help Desk. A formal process has been created to provide user support. Specifically, the Help Desk Plan:

❑ Outlines issues affecting establishment and implementation of the Help Desk structure by identifying assumptions and constraints

❑ Provides an overview of the Help Desk strategy

❑ Documents the approach to development and operation of the Help Desk. This includes identifying tasks, roles and responsibilities and a milestone schedule.

❑ Provides an overview of the Help Desk structure

❑ Documents staffing requirements and qualifications for WDTIP Help Desk resources

❑ Documents the WDTIP Help Desk operations and procedures, including identifying Help Desk response times, escalation and notification procedures and the general workflow between the three levels of Help Desk support

9.3   Assumptions and Constraints

This subsection documents significant assumptions that have been used to guide the development of the Help Desk Plan. Constraints representing potential barriers to the successful implementation of this Plan have also been identified. Both are included below.

9.3.1   Assumptions

❑ The contingency plan developed to extend implementation activities (including Help Desk support) from July through December 2000 will be approved by State control agencies.

❑ The WDTIP system will be rolled out to all counties simultaneously on June 5, 2000.

❑ The WDTIP Help Desk will be operational before June 1, 2000.

❑ The HHSDC will provide support to the WDTIP Help Desk for network and hardware related problems.

❑ The HHSDC will also provide after-hours support to the WDTIP Help Desk for hardware and network related problems.

❑ Counties will designate a resource(s) to provide user support to the county WDTIP system users. This resource will also relay all county change requests to the WDTIP Help Desk.

❑ Counties will designate a resource to establish and maintain the county's security and access profiles for the WDTIP system.

❑ Counties will provide WDTIP with the names of these County Help Desk or other designated resources(s) prior to June 1, 2000.

❑ The WDTIP Help Desk will be using Remedy to log, track and manage all WDTIP problems.

❑ The 36 counties currently using the Remedy software will not use it for WDTIP problem reporting because the WDTIP Remedy software will have customized screens.

❑ Although WDTIP Help Desk support will continue after the system implementation and conversion phases are completed (December 2000), it will be managed and staffed by the SAWS Project.

❑ The transition of Help Desk support from Project to State resources will be completed by December 31, 2000.

9.3.2 Constraints

❑ The WDTIP Implementation Team has finite resources to staff and resolve issues for the WDTIP Help Desk.

❑ The Help Desk Plan relies upon counties providing Level I support to be operational by June 1, 2000. If these county resource(s) are not identified before system rollout, counties may not be able to follow the detailed ***WDTIP Help Desk Operations and Procedures Guide*** outlined in ***Appendix 9-1.***

❑ The Help Desk Plan relies upon the HHSDC Help Desk to provide assistance with hardware or network problems and extended hours support. This includes working with HHSDC to define this relationship by the time the WDTIP system is rolled out.

❑ The Help Desk Plan relies upon the CDHS for information about establishing WDTIP system user profiles and user access.

9.4 Strategy

The purpose of the Help Desk strategy is to identify the best option for providing Help Desk support to WDTIP system users. The Help Desk Plan will include the specific details that determine the design of the Help Desk structure and development of the ***WDTIP Help Desk Operations and Procedures Guide, Appendix 9-1***. The Help Desk Plan is based on the following:

❑ Analysis of other Help Desk models to recommend the three level WDTIP Help Desk structure

❑ Creating a Help Desk structure that will ensure system users can obtain complete and timely support on WDTIP system functionality, and hardware or network related problems

Because the WDTIP Help Desk will be also be used by counties to submit change requests, a specific change request strategy was also developed (see the ***Change Request Plan, Section 10***).

9.5 Approach

The WDTIP Help Desk approach is based upon the strategy outlined above and the work initiated during the SAWS-TA. This subsection identifies the major tasks and corresponding timeframes required to establish, develop and operate the WDTIP Help Desk, includes the roles and responsibilities for the County Help Desk, the WDTIP and HHSDC Help Desks and outlines the overall Help Desk structure.

Help Desks commonly operate on different levels of support to mitigate the amount of time any particular support level spends on one problem. As mentioned above, the WDTIP Implementation Team has adapted a Help Desk structure that involves three levels. By recommending system user support at the County Help Desk (Level I), the WDTIP Help Desk (Level II) can then rely on the County Help Desk to screen many of

the reoccurring and easily-resolved calls. Level III support is necessary because HHSDC is responsible for hardware and network problems escalated by the WDTIP Help Desk. The three levels of support, Level I—County Help Desk, Level II—WDTIP Help Desk and Level III—HHSDC Help Desk will operate together to create the overall Help Desk structure for the WDTIP. A brief description of the three levels of support is provided below.

❑ **Level I, County Help Desk –** County Help Desks will provide the first level of support to county system users. If a system problem cannot be resolved, counties will contact Level II support, the WDTIP Help Desk. Additionally, counties will forward all system change requests to the WDTIP Help Desk.

❑ **Level II, WDTIP Help Desk –** The WDTIP Help Desk is responsible for responding to system problems and questions that cannot be resolved by the County Help Desks. The WDTIP Help Desk is also responsible for assisting with and referring hardware or network-related problems. When these problems occur, the WDTIP Help Desk will contact Level III support, the HHSDC Help Desk.

❑ **Level III, HHSDC Help Desk –** The HHSDC Help Desk provides hardware or network-related support to the WDTIP Help Desk. The HHSDC Help Desk is responsible for resolving the request or referring a problem or request to the appropriate group. Additionally, HHSDC Help Desk will provide after-hours support for the WDTIP Help Desk, where hardware or network problems have been determined to be the origin of the problem.

A detailed explanation of the three Help Desk support levels is located in the *9.6 Help Desk Structure* subsection of this Help Desk Plan.

To ensure counties are provided with timely and consistent support, the WDTIP Implementation Team created the ***WDTIP Help Desk Operations and Procedures Guide***. These operations and procedures detail the WDTIP Help Desk problem response guidelines, client notification and problem escalation procedures. This guide also details the WDTIP Help Desk change request procedures. Please refer to the ***WDTIP Help Desk Operations and Procedures Guide, Appendix 9-1,*** for more information.

9.5.1 Tasks

The primary objective of establishing the Help Desk structure is to provide timely, efficient and effective support to system users. This subsection outlines the tasks associated with establishing the Help Desk structure and developing and operating the WDTIP Help Desk. Included below, by task, are the task descriptions, timeframes and responsible parties.

❑ **Assess and Implement Automated Tools for Tracking and Managing Problems, Issues and Change Requests** – The WDTIP Implementation Team, along with WDTIP Project Management, compared the features of the *SOLVE Problem* and *Remedy*, automated problem tracking and management software to determine which would work best for the purposes of the WDTIP Help Desk. This research and evaluation occurred from October through November 1999. In December 1999, the

WDTIP Implementation Team recommended, and Project Management approved, Remedy for Help Desk problem tracking.

Remedy was selected over *SOLVE Problem* due in a large part to HHSDC's plan to migrate from *SOLVE Problem* to Remedy. Additionally, *SOLVE Problem* is designed with a generic problem ticket format for escalating hardware or network related problems to the HHSDC Help Desk. *SOLVE Problem* does not limit access to the confidential client information the WDTIP Help Desk requires to troubleshoot WDTIP system problems. All *SOLVE Problem* ticket data is available to any user who can access the *SOLVE Problem* system. Please refer to the ***9.7 Help Desk Operational Requirements*** subsection below for more information on Remedy.

Although Remedy Version 4.0 is also capable of tracking and managing both issues and change requests, the WDTIP Project Management determined that continued use of the Access PTS for tracking and managing issues and change requests would prove most beneficial to the Project. Not only has the database proven effective for WDTIP purposes, but also all of the appropriate WDTIP Team members have already been trained on its use. In addition, there is little known about the effectiveness of Remedy's issue tracking and reporting functionality. WDTIP Project Management decided that the risk and cost involved in changing tools and converting information far exceeded the benefit derived (which includes maintaining only one database).

❑ **Design Help Desk Structure** – After assessing the needs of the WDTIP system users by conducting an informal analysis of other system implementation Help Desks, and considering the resources of the WDTIP, the WDTIP Implementation Team adopted a three level Help Desk structure. In developing the Help Desk structure, the WDTIP Implementation Team clearly identifies the three levels, describes the specific roles and responsibilities and details the procedures for problems escalated to the WDTIP Help Desk. The Help Desk structure is completed and detailed in the ***9.6 Help Desk Structure*** subsection below. This subsection not only provides details of all three levels of Help Desk structure, but also includes location and hours of operation for Levels II and III.

❑ **Develop Level II WDTIP Help Desk Operations and Procedures** – To ensure that counties are provided with timely and consistent support, the WDTIP Implementation Team has developed specific operations and procedures to be used as a guide for the WDTIP Help Desk staff. The ***WDTIP Help Desk Operations and Procedures Guide*** has been completed and is included as ***Appendix 9-1*** of this document.

The guide provides step-by-step instructions for the WDTIP Help Desk staff and details the WDTIP Help Desk problem response guidelines, and the client notification and problem escalation procedures. This guide also details the WDTIP Help Desk change request procedures. The ***WDTIP Help Desk Operations and Procedures*** guide will also serve as one of the Help Desk reference documents provided to the counties. This guide is also meant to facilitate the WDTIP Help Desk transition, from the WDTIP Implementation Team to the SAWS Project staff when the WDTIP contract expires in December 2000.

❑ **Establish Level II (WDTIP Help Desk)** – The WDTIP Implementation Team is responsible for establishing an effective and efficient WDTIP Help Desk to support WDTIP system users via County Help Desk Help Desk resource. The WDTIP Implementation Team will complete the following tasks to establish the WDTIP Help Desk Level II Support:

➢ **Determine Level II Help Desk Equipment Requirements –** The WDTIP Implementation Team determined the WDTIP Help Desk equipment requirements. The necessary equipment is minimal and is described in detail in the *9.7 Help Desk Operational Requirements* subsection below.

➢ **Develop Level II Help Desk Staffing Recommendations** – The WDTIP Implementation Team developed staffing recommendations for the WDTIP Help Desk. These recommendations are described in detail in the *9.7 Help Desk Operational Requirements* subsection below.

❑ **Establish Service Agreement with External Agencies** – Initially, the CDHS may need to assist in establishing system access and user profiles in the WDTIP system. SCI may receive problems referred from the WDTIP Application Team if there are issues with CINs or SCI demographic data. The Project does not have procedures established with SCI for problem referrals.

The WDTIP Project Management and Implementation Team are tasked with defining and establishing this relationship before system rollout (June 5, 2000) to ensure procedures are in place to provide necessary support to WDTIP system users.

❑ **Coordinate Level I (County Help Desk)** – WDTIP Project Management will request that each county designate county resource(s) to provide the primary support to the county WDTIP system users. The WDTIP is proposing that counties with an established Help Desk provide this assistance through those Help Desks. These county resources will assist county users in resolving their problems with the WDTIP system, answer questions regarding the use of the WDTIP system, serve as the primary contact between the County Help Desk and the WDTIP Help Desk and escalate a system problem to the WDTIP Help Desk.

To avoid confusion, both the County Help Desks and any designated county resources will be referred to as "County Help Desk." The WDTIP Implementation Team requests County Welfare Directors designate these resources as early as possible to ensure that the WDTIP Implementation Team has adequate time to distribute the Help Desk reference materials and the counties have adequate time to integrate additional duties within their existing Help Desk. Please see the *9.7.5 Help Desk Reference Materials* section for a list and description of the reference materials to be provided to the County Help Desks. Please refer to *Appendix 9-2,* of the *Level I Help Desk Recommendations* for more information.

❑ **Coordinate Level III (HHSDC Help Desk)** – WDTIP Project Management will ask HHSDC to provide hardware and network problem resolution and any required extended hours support to the WDTIP Help Desk where hardware or network

problems have been determined to be the origin of the problem. The WDTIP Project Management and Implementation Team are tasked with defining and establishing this relationship before system rollout to ensure procedures are in place to provide the necessary support to WDTIP system users.

The WDTIP Implementation Team is recommending that these operations and procedures surrounding HHSDC support be developed and agreed upon by March 2000. If these discussions occur early, the WDTIP Implementation Team will have adequate time to develop and distribute Help Desk reference materials to HHSDC. Please refer to the *9.7.5 Help Desk Reference Materials* subsection for a list and description of the reference materials to be provided to the HHSDC Help Desk. This will also ensure that HHSDC has adequate time to prepare for their responsibilities prior to system rollout.

The WDTIP Help Desk will provide as much assistance as possible to ensure the HHSDC Help Desk will be prepared to provide WDTIP support by the time the system is rolled out.

❑ **Establish Help Desk Report Responsibilities** – The WDTIP Implementation Team will work closely with the WDTIP Project Management to develop WDTIP Help Desk reporting requirements. The WDTIP Help Desk staff will produce reports to compile information about problem trends and patterns, the status of Remedy Help Desk problem tickets and system performance ad hoc reports requested by Project Management. These reports can be used to track Help Desk performance, identify training issues, and produce statistical information for WDTIP Project Managers.

❑ **Recommend WDTIP Training –** The Implementation Team will encourage counties to send the County Help Desk resource(s) who will be providing user support and troubleshooting assistance to attend the WDTIP train-the-trainer sessions. In addition to understanding basic processing in WDTIP, the County Help Desk resource(s) providing Level I support to county staff should be able to understand and navigate through the system. The *Training Plan, Section 7*, provides more details on this training.

❑ **Develop and Distribute Help Desk Reference Materials** – The WDTIP Implementation Team will be responsible for developing and distributing the county, WDTIP and HHSDC Help Desk reference materials. The Implementation Team will develop these resource materials and distribute them to counties and other appropriate agencies. Please see the *9.7.5 Help Desk Reference Materials* subsection for a list and description of materials that will be provided.

❑ **Provide System Rollout Support** – The WDTIP Help Desk will support counties when they are provided access to the system by calling the WDTIP County Contacts following system rollout to confirm system connectivity and functionality. The WDTIP Help Desk will also log any incidents that arise from these calls into PTS and answer any questions that the County Contacts may have.

❑ **Transition Help Desk Roles and Responsibilities to the State** – The WDTIP
Implementation Team is responsible for transitioning WDTIP Help Desk roles and
responsibilities to State staff before the WDTIP contract expires on December 31,
2000. This would include providing an updated copy of the ***WDTIP Help Desk
Operations and Procedures Guide, Appendix 9-1,*** and other Help Desk reference
materials, recommending qualifications for the WDTIP Help Desk analyst(s), and
training on both Remedy and PTS.

9.5.2   Roles and Responsibilities

The nature of providing Help Desk support requires various entities to work together in
concert. A number of teams, agencies and individuals must be involved in the completion
of the identified tasks to ensure the successful delivery of Help Desk support. These
entities are detailed below.

9.5.2.1 WDTIP Team

Although the WDTIP Implementation Team is responsible for many of the activities
associated with Help Desk planning and support, other WDTIP teams and groups will be
relied upon to ensure its success.

❑ **WDTIP Implementation Team** – The WDTIP Implementation Team is responsible
for most of the activities around the design, development and implementation of the
Help Desk structure that will be used to provide support to WDTIP system users. This
includes designing the Help Desk structure, assessing and recommending the
automated problem tracking tool, developing and distributing WDTIP Help Desk
reference materials and establishing the three Help Desk levels of support.

To establish the WDTIP Help Desk, the WDTIP Implementation Team has provided
WDTIP Help Desk staffing recommendations, assessed and documented equipment
needs and will establish and communicate reporting responsibilities. The
Implementation Team will work closely with Project Management to help
communicate the importance of designating a single point of contact between the
WDTIP Help Desk and counties. The Implementation Team will encourage training
for County Help Desk resources, provide Help Desk reference materials and provide
support to assist with the establishment of county and HHSDC Help Desks. The
WDTIP Help Desk will be established and operational by June 2000.

To ensure the most effective Help Desk support, the WDTIP Implementation Team
also developed a formal ***WDTIP Help Desk Operations and Procedures Guide*** and
will be responsible for training both on the WDTIP system, as well as appropriate
WDTIP staff on Remedy and PTS. Lastly, the WDTIP Implementation Team will
successfully transition WDTIP Help Desk roles and responsibilities to the SAWS
Project before the contract expires on December 31, 2000.

In addition to providing support to county system users, WDTIP Help Desk resources
will be asked to attend State and local meetings concerning system usage, reviews of
training needs and future system developments. Currently, no regular Help Desk

meetings are scheduled; however, ad hoc meetings may be scheduled during any subsequent phases of the WDTIP.

❑ **WDTIP Help Desk** – The WDTIP Help Desk will provide support to counties during system rollout by calling WDTIP County Contacts to ensure connectivity and functionality and to log any incidents and answer any questions the County Contacts may have.

❑ **WDTIP Application Team** – The WDTIP Application Team will be working with the WDTIP Implementation Team to provide assistance to the WDTIP Help Desk as needed for troubleshooting. Provide status, notification and escalation for problems that require referral to the WDTIP Application Team.

❑ **WDTIP Project Management** – The WDTIP Project Management will be working with the WDTIP Project Management to approach County Welfare Directors and HHSDC Project Management to assist in timely resolution of SCI and CDHS-related system problems. The WDTIP Project Managers will also assist in assessing the performance and staffing level of Help Desk.

9.5.2.2 Counties

The WDTIP Implementation Team will be working closely with WDTIP Management and County Welfare Directors.

❑ **County Directors** – The WDTIP Implementation Team will work closely with Project Management to communicate to the County Welfare Directors the importance of designating specific County Help Desk resources to be the contact between the WDTIP Help Desk and county system users. County Welfare Directors are encouraged to provide a resource to provide Level I support to their staff and ensure this information is provided to the WDTIP Implementation Team.

9.5.2.3 Other Agencies

❑ **SAWS Leadership** – The WDTIP Implementation Team will be working with the SAWS leadership to request their assistance in working with County Welfare Directors to establish a County Help Desk resource. The WDTIP Implementation Team will also work closely with the SAWS Project Managers to assist in development of the working relationship with Level III support, the HHSDC Help Desk. The WDTIP Implementation Team will assist SAWS leadership in determining staffing levels for the WDTIP Help Desk and assist in the transition of WDTIP help desk roles and responsibilities to State staff.

The WDTIP Implementation Team will also work closely with the SAWS Project leadership to coordinate any implementation activities involving external agencies with regard to WDTIP Help Desk implementation. Activities may include coordinating with the ISAWS System Support Remedy administrator for Remedy development of the WDTIP Help Desk problem-tracking tool.

❑ **CDHS** – The WDTIP Project Management and Implementation Team will work closely with the CDHS MEDS Coordinator to provide information to counties

regarding establishing and maintaining system access and user profiles in the WDTIP system. The WDTIP Project Managers and Implementation Team will also work closely with CDHS to establish procedures for problem referrals to SCI.

❑ **HHSDC –** The WDTIP Implementation team will work closely with the SAWS Project Management in both establishing and maintaining the Project/HHSDC Help Desk relationship.

HHSDC leadership will be asked by SAWS Project leadership to provide Level III support to the WDTIP Help Desk and provide extended-hour support where hardware or network problems have been determined to be the origin of the problem, if necessary. The WDTIP Implementation Team will work closely with the SAWS leadership to assist in development and maintenance of a working relationship with the HHSDC Help Desk.

9.5.3   Milestone Schedule

The following table provides timeframes for the high-level tasks provided in the *9.5.1 Tasks* subsection above.

Table 9-2: Milestone Schedule

Milestone		Timeframe
Assess Tracking Tool	Implementation Team	Completed
Design Help Desk Structure	Implementation Team	Completed
Develop *WDTIP Help Desk Operations and Procedures Guide*	Implementation Team	Completed
Establish Level II (WDTIP Help Desk)	Implementation Team	December – April 2000
Establish Level II – Develop Help Desk Equipment Requirements	Implementation Team	Completed
Establish Level II – Develop Help Desk Staffing Recommendations	Implementation Team	Completed
Establish Services Agreement with External Agencies	Project Management Implementation Team	February – June 2000
Implement Tracking Tool	Implementation Team	March – May 2000
Coordinate Level I (County Help Desk)	Project Management Implementation Team	March – June 2000
Coordinate Level III (HHSDC Help Desk)	Project Management Implementation Team	April – June 2000
Establish Help Desk Report Responsibilities	Project Management Implementation Team	April – June 2000
Recommend WDTIP Training	Implementation Team	May 2000
Develop and Distribute Help Desk Reference Materials	Implementation Team	May 2000
Provide System Rollout Support	WDTIP Help Desk	June 2000

Milestone		Timeframe
Transition Help Desk Roles and Responsibilities to the State	State Staff Implementation Team	December 2000

9.6   Help Desk Structure

To most effectively meet system users' demands for support on the WDTIP system, the WDTIP Implementation Team has designed a Help Desk structure that consists of three levels of support. Level I support occurs at the County Help Desk and provides the initial support for county system users. If the County Help Desk cannot answer a question or resolve a system user's problem, then they contact the WDTIP Help Desk.

The WDTIP Help Desk will assist the County Help Desk resource(s) with questions or problems related to screen or system functionality, file transfer protocols, system or software procedures, hardware malfunctions, data communications and other network related problems. The WDTIP Help Desk will access Help Desk, Level III support – the HHSDC Help Desk – when the problem involves hardware, network or connectivity issues. Details regarding all three levels of Help Desk support are included below. A table detailing Level II and III contact information is also included.

9.6.1   Level I – County Help Desk

Counties provide the first level of support to county system users via already established County Help Desks or designated county resources. To avoid confusion, both groups will be referred to as "County Help Desk." The County Help Desk assists system users with questions and problems that arise from use of the WDTIP system. If a question cannot be answered or a problem cannot be resolved, the County Help Desk then contacts Level II support, the WDTIP Help Desk. The County Help Desk is able to also forward all issues related to system and operating procedures, hardware problems or data communications directly to the WDTIP Help Desk. Counties can relay questions, problems, and/or change requests to the WDTIP Help Desk by telephone, fax, e-mail or regular mail. Please refer to *Appendix 9-1,* the *WDTIP Help Desk Operations and Procedures Guide* for more information.

9.6.2   Level II – WDTIP Help Desk

The WDTIP Help Desk is the second level of the Help Desk structure and will serve as the primary source of support to County Help Desks. The WDTIP Help Desk will assist counties with the more difficult problems and questions, including issues related to policy interpretations, system functionality, hardware and software problems and other network related problems. The WDTIP Help Desk is responsible for logging, analyzing, documenting, responding to and tracking all problems submitted by the County Help Desks. A standard WDTIP Help Desk Problem Ticket form will be provided to counties that can be submitted with the appropriate information. The WDTIP Help Desk will distribute this material well before the anticipated WDTIP system rollout date. Please refer to *Appendix 9-3,* for a sample of the *WDTIP Help Desk Problem Ticket*.

The WDTIP Help Desk is also responsible for the dissemination of information to counties. This includes information regarding system changes, tips for correcting common user errors, scheduled system downtime and any pending WDTIP system modifications. This will be done via the ongoing development and distribution of the monthly WDTIP Bulletin. The WDTIP Help Desk will also be responsible for updating

and distributing the ***WDTIP Help Desk Operations and Procedures Guide.*** This guide provides step-by-step instructions for the WDTIP Help Desk staff and details the WDTIP Help Desk problem response guidelines, client notification processes, and problem escalation and change request procedures. The guide also serves as an operations manual for counties regarding Help Desk contact protocol. The WDTIP Help Desk will also be responsible for updating and distributing the County Resource Table, which includes County Help Desk contact phone, fax and email address information. Please refer to ***Appendix 9-4, County Resource Table,*** for a sample. .

The WDTIP Help Desk is also responsible for assisting with and referring hardware, software, data communications and network-related problems that may arise in the counties. If the WDTIP Help Desk is presented with a network or hardware problem, it will be forwarded to the HHSDC Help Desk which will provide Level III support. The WDTIP Help Desk will then monitor the problem resolution and advise the County Help Desk as necessary.

The WDTIP Help Desk will use the Remedy to manage the problem resolution process and maintain a record of all problems escalated to the WDTIP Help Desk. Remedy logs and maintains all information pertaining to the contact, analysis and resolution of the problems entered into the system. The WDTIP Help Desk is responsible for compiling the data collected in Remedy and creating reports of problem trends and patterns, problem ticket status and system performance. These reports can be used to ensure that the appropriate system design problems and additional training needs can be addressed.

The WDTIP Help Desk also participates in statewide meetings concerning system usage, modifications and enhancements. The WDTIP Help Desk will continue to participate in the monthly County MEDS Advisory Group North and monthly County Advisory Team/Technical Review Team meetings. The WDTIP Help Desk will serve as the central point for questions from external stakeholders regarding the WDTIP system.

The WDTIP Help Desk will also be used as a means for county WDTIP system users to initiate change requests. The County Help Desk can submit the request for a system change in two ways:

❑ County Help Desks can submit change requests by completing a change request form and routing it through the WDTIP Help Desk. An example of a *Configuration Item Change Request Form* is included as ***Appendix 10-1***.

❑ County Help Desks may submit a problem to the WDTIP Help Desk that after analysis is determined to be a change to the existing design or functionality. The WDTIP Help Desk will then enter the required change request form information into PTS.

The WDTIP Help Desk will be responsible for entering change request information into PTS. Please refer to ***Change Request Plan, Section 10***, for more detail regarding the change request process.

9.6.3   Level III – HHSDC Help Desk

The HHSDC is responsible for providing support to the WDTIP Help Desk to resolve telecommunications, network and hardware problems and providing extended hours support, including weekends. This support is provided only where hardware or network problems have been determined to be the origin of the problem. The HHSDC Help Desk is responsible for resolving the problem, satisfying the request or referring a problem or request to the appropriate group. *SOLVE Problem* is the current problem tracking system used by HHSDC Help Desk to acquire information, request service and/or report a hardware or network problem.

9.6.4   Location/Hours of Operations

The following table provides the location, contact information and hours of operations for the WDTIP and HHSDC Help Desks.

Table 9-3: WDTIP/HHSDC Help Desk Information

Information	WDTIP Help Desk	HHSDC Help Desk
Location	8745 Folsom Blvd., Suite 100 Sacramento, CA 95816	1651 Alhambra Boulevard Sacramento, CA 95816
Mailing Address	1651 Alhambra Boulevard Sacramento, CA 95816	1651 Alhambra Boulevard Sacramento, CA 95816
Phone Number	(877) 365-7378	(916) 739-7640
Fax Number	(916) 229-3170	
Hours of Operation	Monday through Friday 8:00 a.m. to 5:00 p.m. Note: The WDTIP Help Desk will, as approved by Project Management, provide extended hours of support during county conversion and implementation efforts as necessary.	5:30 a.m. to 5:30 p.m. **Technical Support Center** 5:30 p.m. to 5:30 a.m. **HHSDC Computer Operations on-call personnel.**

9.7   Help Desk Operational Requirements

This subsection will detail specific operational requirements and recommendations for the WDTIP Help Desk. This will include staffing recommendations, hardware and software requirements, equipment needs, and recommended reference materials. Level I and Level III requirements are not included in this subsection, as it is not the intention of the WDTIP to require counties to establish a formal Level I Help Desk and the HHSDC Help Desk is already established.

For counties who are interested in establishing a formal Level I Help Desk, the WDTIP Implementation Team can assist by providing suggestions for organizational structure, staffing recommendations and hardware and software requirements. Please refer to *Appendix 9-2,* the *Level I Help Desk Recommendations* for more information.

9.7.1   Staffing Recommendations

To ensure the effectiveness of WDTIP support, the WDTIP Help Desk will initially be staffed with analysts who have participated in the development and implementation of the WDTIP system. These analysts will also possess a working knowledge of California's welfare programs and county operations and have strong analytical and communication skills. Please refer to *Appendix 9-5*, the *Help Desk Analyst Job Description* for more information.

9.7.2   System Rollout and Conversion

To ensure the efficiency of the WDTIP Help Desk, the WDTIP Implementation Team has forecasted staffing level requirements by interviewing experienced SAWS-TA and SAWS Project staff. Demand for WDTIP Help Desk support is expected to fluctuate based on actual conversion activities. It is expected that during system rollout and conversion activities, the WDTIP Help Desk will need additional staff. Once the system is rolled out and following each conversion phase, the WDTIP Implementation Team expects an increase in the demand for Help Desk support. Based on this expectation and the conversion contingency plan the WDTIP Implementation Team recommends the following staffing patterns.

The Phase I staffing levels are based upon the assumption that system rollout will occur on June 5, 2000 and that Merced County, Riverside County, Ventura County and WCDS (18 counties) will have converted their data by July 31, 2000. The WDTIP Application Team is recommending two full-time analysts be staffed on Help Desk during this timeframe.

The Phase II staffing levels are based upon the assumption that the ISAWS consortium (35 counties) will begin converting their data by July 31, 2000 and all Phase I counties will have completed their data conversion as planned. Proposed staffing levels for Phase II remains constant with Phase I. Phase I counties will be transitioning to a maintenance and operations mode and support needs should diminish while Phase II counties enter the immediate post-conversion stage with a corresponding increase in need for WDTIP Help Desk support.

Staffing levels for Conversion Phase III are based upon the assumption that San Bernardino and Ventura Counties will have converted their data by September 1, 2000 and that all Phase II counties will have completed their data conversion as planned.

At this point in time staffing for the WDTIP Help Desk should increase to 2.5 full-time analysts. This is due to the fact that 56 counties will be in a maintenance and operations mode and two counties will be entering the conversion stage. The counties entering the post-conversion stage may cause Help Desk support requirements to increase while the demand from the counties in the maintenance and operations mode should level off.

The WDTIP Implementation Team recommends the staffing levels for Phase IV based upon the assumption that Stanislaus County and the LEADER consortium will have converted their data by December 31, 2000 and that all Phase III counties will have completed their data conversion as planned. The same staffing levels are recommended for Phase IV as demand for support by Phase I, II and III counties should diminish while demand for support by Phase IV counties will increase. This increased need for Help Desk support could be significant due to the large number of users in Los Angeles County.

Help Desk staffing levels will likely require a re-evaluation after Phase IV conversion has been completed and all counties have transitioned to the maintenance and operations mode.

9.7.3 Hardware/Software

The WDTIP Help Desk staff will have PCs with access to the HHSDC mainframe and with RemedyVersion 4.0 software. Remedy is the problem tracking software that will be used by the WDTIP Help Desk. With this software, problem tracking and resolution can be easily controlled and monitored. In addition to providing assistance for user questions and problems, data gathered by Remedy is used for analyzing the success of the WDTIP implementation and training. Remedy assists the WDTIP Help Desk in tracking all problems and questions to identify error trends and areas where any users are having trouble. Use of Remedy by the WDTIP Help Desk for problem tracking will allow for easy assignment and transfer of problem records and data for reporting purposes. This information can be used to identify areas where additional system and procedures training is needed or where users need additional information. Remedy information and reports can assist the Project in assessing the current level of WDTIP system use and plan for future training sessions, user meetings or monthly bulletins.

The information captured by Remedy can be used to access the current efficiency of operations in and around the WDTIP Help Desk. It can also be used to identify target areas of trouble for users. The WDTIP Help Desk will produce reports regarding call and problem activity. The WDTIP Project Management will determine the frequency of these reports. This information will allow the WDTIP Help Desk to adequately manage the resources and assignments in order to ensure timely responses to reported problems and to make changes in assignments as necessary.

The following is a list of the major milestone events that are associated with the implementation of the Remedy software.

❑ **Remedy Solution** – The ISAWS System Support Help Desk is using Remedy Version 3.2.1 currently but will migrate to Version 4.0 during the first quarter of 2000. During that time, the WDTIP Project will work closely with the ISAWS Remedy System Administrator to develop the WDTIP Help Desk User Tool. The WDTIP Help Desk analyst will be responsible for adapting the ISAWS Remedy end user material to suit the needs of the WDTIP end user.

❑ **Remedy Development for the WDTIP Help Desk** – The WDTIP will be sharing the ISAWS System Support database for Remedy but will have a WDTIP-specific form to report problems. Active links and filters will be built to incorporate access rules. Therefore, WDTIP Remedy users would only be able to access WDTIP information and ISAWS Remedy users will only be able to access ISAWS information. The ISAWS Remedy SA will assist in the development of the Remedy tracking tool for the WDTIP Help Desk and provide development documentation.

The WDTIP Implementation Team is responsible for customizing Remedy forms for problem submissions. The WDTIP Implementation Team will work closely with the ISAWS Remedy SA to develop these forms and implement Remedy at the WDTIP. The WDTIP Implementation Team will coordinate Remedy training for WDTIP Help Desk and other key staff.

❑ **Remedy Training** – The WDTIP Help Desk staff will receive training on Remedy software. ISAWS System Support will be providing technical assistance and perform as the Remedy SA.

❑ **Remedy Maintenance** – All maintenance of the Remedy software will be the responsibility of ISAWS System Support. The WDTIP Help Desk staff will be responsible for any maintenance of the WDTIP Remedy end user material. All changes to the software that affect the WDTIP Help Desk will be shared with the WDTIP from the ISAWS System Support.

9.7.4   Equipment

The WDTIP Help Desk staff phones will be equipped with voicemail, call waiting and call forwarding features. The WDTIP Help Desk will have a single phone number with multiple incoming lines that allow multiple calls to arrive simultaneously. Three WDTIP Help Desk *Nortel Northern Telecom* telephones have been installed and provisioned with the features and designated numbers the WDTIP Help Desk requires. The M5216 telephone is a single line set with multi-line capability and is used as an Automatic Call Distribution set. The set can also be used as a central answering position, if necessary. The WDTIP Help Desk has installed three separate lines at the Folsom Boulevard office. These telephone lines are on a call distribution system; that is, calls cascade through each number until answered. There is a voicemail available at each of these numbers, if the caller elects to leave a message, with a maximum of capability of 25 voicemail messages.

The WDTIP has one NT Server running *Rightfax,* faxing software. This product accepts incoming faxes, converts the fax into a readable and printable format and forwards the text to the Help Desk Microsoft Exchange mailbox. The WDTIP Help Desk checks this mailbox approximately every 15 minutes.

9.7.5   Reference Materials

The table below provides a suggested list of Reference Materials for Level II and III Help Desks.

Table 9–8: Help Desk Reference Materials

Item	*Description*	*Level II*	*Level III*
CDSS Program Policy Manual	Eligibility and Assistance Standards Manual	X	
County Resource (or Help Desk staff)	A list of county designated user support staff. List will include name, county, phone number and e-mail address (if available).	X	
WDTIP Business Data Dictionary	Field level descriptions of WDTIP system codes and screen standards.	X	
External Developer's Guide	The technical document provided as reference materials for creating the programs that generate the county/consortia batch extraction files. This document also includes the **TRAC Reference Codes**, which provides all of the reference codes that are accepted and/or displayed by the WDTIP system.	X	
WDTIP Help Desk Phone Directory	A directory of the WDTIP Help Desk staff including names, phone and fax numbers and e-mail addresses.	X	X
WDTIP Help Desk Ticket Form	The form that will be used by County Help Desk will use to report a problem to the WDTIP Help Desk.	X	
WDTIP Monthly Bulletins	Monthly bulletin published by the WDTIP Help Desk that provides users with system functionality information and details system changes.	X	
WDTIP Operations and Procedures Guide	WDTIP Help Desk operational procedures for Level II and Level III Help Desks.	X	X

Item	Description	Level II	Level III
WDTIP **Training Curriculum**	The system training curriculum that will be provided during the WDTIP system. This curriculum provides step-by-step instructions for completing basic tasks in the WDTIP system as well as the WDTIP *User Manual* and the *Change Leadership Guide*.	X	
WDTIP *User Manual*	The "how-to" manual provided during the WDTIP system functionality training. Will include sections that will detail SA procedures, Help Desk contact procedures and Screen/Field/Error Help information.	X	

10. Change Request Plan

10.1 Definition

For the purposes of the WDTIP Project, change request is defined as the process that provides the WDTIP stakeholders and system users with a formal means to request changes or enhancements to the WDTIP system. Change requests can be initiated by the WDTIP Team or by external stakeholders (system users, project sponsors and other stakeholders).

Although there are many similarities between the change request process and the Help Desk problem tracking and management processes, the processes are separate and distinct. The objectives of the change request process, and the parties responsible for managing it, are different.

The table below provides definitions of potentially unfamiliar terms and phrases used throughout this Change Request Plan.

Table 10-1: Change Request Definitions

Term	Description
Access Project Tracking System (PTS)	The database used by the WDTIP to track and manage issues, incidents and change requests.
Change Request	A formal request for a change to any component of the WDTIP system subject to configuration control that provides stakeholders with a means to request changes or enhancements to the WDTIP system. A change request differs from either a problem or issue in that it is subject to the configuration control process for resolution.
Configuration Control	An item is considered subject to configuration control when it has had baseline characteristics established.
Configuration Control Board (CCB)	A group of individuals responsible for evaluating and approving or rejecting proposed changes to items that are subject to change control. The CCB is also responsible for ensuring the implementation of any approved changes.
Configuration Control Process	The process by which a configuration control item is evaluated, approved or rejected and finally implemented, if appropriate.
Configuration Item Change Request Form	The *Change Request Form* will be completed by stakeholders and system users to request changes or enhancements to the WDTIP system.

Term	Description
Configuration Management Team (CMT)	The CMT has been given the responsibility for managing the Configuration Control Process.
Issue	A problem or concern entered into the PTS that requires some level of Project Management intervention for resolution.
Problem	A system event or user query that is received by the WDTIP Help Desk and can either be resolved by the WDTIP Help Desk or by the HHSDC Help Desk.

10.2 Objective

It is expected that stakeholders (both internal and external) will need to request changes to the WDTIP system. The change request process has been outlined in detail in the **Configuration Management Plan,** a separate deliverable developed and approved in Phase I of this Project. The objective of the Change Request Plan is to provide the process link between the submission of change requests by external stakeholders and the Configuration Control Process. This link is included here because it is not defined in the **Configuration Management Plan**. Specifically, the Change Request Plan:

❑ Outlines issues affecting the change request process by identifying assumptions and constraints

❑ Provides an overview of the WDTIP change request strategy

❑ Documents the approach to change leadership activities, including identifying tasks, roles and responsibilities and a milestone schedule

10.3 Assumptions and Constraints

This subsection documents significant assumptions that have been used to guide the development of the Change Request Plan. Constraints representing potential barriers to the successful implementation of this Plan have also been identified. Both are listed below.

10.3.1 Assumptions
❑ The change request process was developed and approved in Phase I of the WDTIP and is included in the **Configuration Management Plan** deliverable.

❑ External system users can submit a change request by calling the WDTIP Help Desk Plan and submitting a verbal request, or by completing a *Configuration Item Change Request Form* (change request form) and routing it to the WDTIP Help Desk by fax or email. A sample of this form can be found in *Appendix 10-1*.

❑ The WDTIP Help Desk will enter change requests into PTS on behalf of the requesting county and advise the county by call or e-mail when the change request has been submitted.

❑ The WDTIP Team will have the capability to enter and update their own change requests in PTS.

10.3.2 Constraints

❑ There is no link between PTS and Remedy. Some problems that need attention by either the WDTIP Application Team or WDTIP Project Management will need to be entered into PTS as well as into Remedy.

10.4 Strategy

The change request strategy is based on the change request procedures described in detail in the **Configuration Management Plan**. This document will focus on a topic not addressed in the **Configuration Management Plan**.

❑ The WDTIP Help Desk will be responsible for entering change requests into PTS on behalf of the requesting county.

10.5 Approach

The WDTIP change request approach details the steps necessary to establish the link between external change request submissions and the Configuration Control Process. This subsection includes all of the details surrounding the tasks that need to be accomplished to define the Help Desk role in the change request process, to determine who will be responsible for completing the tasks, and when the tasks will be accomplished.

The role of the WDTIP Help Desk in the change request process will be very limited. The WDTIP Help Desk will be used as a means for county WDTIP system users to initiate change requests. The county can submit the request for a system change in two ways:

❑ County Help Desks can submit change requests by completing change request forms and routing them through the WDTIP Help Desk. An example of a *Configuration Item Change Request Form* is included as *Appendix 10-1*.

❑ County Help Desks may submit problems to the WDTIP Help Desk, that after analysis, are determined to be changes to the existing design or functionality. The WDTIP Help Desk will then enter the required change request form information into PTS.

Either way, the WDTIP Help Desk will enter the change request information into PTS and log the submission as a change request. From this point forward, the information will be reviewed during internal management meetings to determine the appropriateness of the

request. Upon their review and approval the change request will be subject to the CCB process. The CCB is responsible for evaluating and ensuring implementation of any approved requests. The CCB is also responsible for communicating the Board's decisions to the submitter. The CMT is responsible for many of the tracking and management steps on the change request process. They are also responsible for communicating the status of the request throughout the major stages of the change request process. In addition, the CMT will be responsible for communicating changes to the system to county staff via already established communication media (e.g., Help Desk Bulletins, WDTIP Information Letters, the WDTIP website, etc.). The responsibilities of the CCB and the CMT during the change request process are specified in the **Configuration Management Plan**.

10.5.1 Tasks

The primary objective of the Change Request Plan is to define the Help Desk role in the change request process detailed in the **Configuration Management Plan**. This subsection outlines the tasks associated with the change request process. Included below, by task, are the task description and responsible parties.

❑ **Define the WDTIP Help Desk Role** – The WDTIP Help Desk will be used as a means for county WDTIP system users to initiate change requests. The WDTIP Help Desk will enter the change request information into Access whether the request is received by phone, fax or e-mail. The WDTIP Help Desk will also notify the county when the change request has been submitted. From this point forward, the change request is subject to the approved CCB process.

❑ **Train WDTIP Help Desk Staff on PTS** – The WDTIP Implementation Team will ensure that appropriate WDTIP Help Desk staff are trained on the use of PTS.

❑ **Notify Counties of the Change Request Process** – The WDTIP Implementation Team will be responsible for notifying counties of the change request process to be utilized by county system users via the County Help Desk. Counties will be notified of the change request process in the monthly WDTIP Bulletin. The Implementation Team will continue to provide follow-up communications whenever necessary.

10.5.2 Roles and Responsibilities

Different agencies and individuals will participate in the completion of the tasks identified in this Plan. Responsible agencies and individuals are detailed below.

10.5.2.1 WDTIP Team

Although the CMT will be responsible for most of the activities associated with managing change requests, other WDTIP teams and individuals will also be relied upon to ensure its success.

❑ **Configuration Management Team** –The CMT is responsible for many of the tracking and management steps of the system change request process. The CMT assign responsibility to a Project Team Lead for reviewing the change request and performing an impact analysis. Once the analysis has been completed, the Team Lead forwards the request to the CMT for inclusion on the agenda for the next CCB

meeting. The Team Lead is responsible for then presenting this analysis at the next CCB meeting. The CMT will be responsible for communicating the status of change requests to county staff at regular intervals (the major junctures in the change request process) as well as communicating changes to the system to county staff via already established communication media (e.g., Help Desk Bulletins, WDTIP Information Letters, the WDTIP website, etc.).

❑ **Configuration Control Board -** The CCB is responsible for evaluating, approving or rejecting proposed changes to the configuration items, and for ensuring implementation of the changes. The CCB is also responsible for communicating the results of their decisions to the requestor.

❑ **WDTIP Implementation Team** – The WDTIP Implementation Team is responsible for training appropriate WDTIP staff on the use of the Access database.

❑ **WDTIP Help Desk Staff** – The WDTIP Help Desk is responsible for ensuring counties have access to the *Configuration Item Change Request Form* and are given instructions on how to complete and submit the form. The WDTIP Help Desk is also responsible for entering change requests into the PTS database and advising the counties when the request has been submitted.

❑ **WDTIP Application Team** – The WDTIP Application Team is responsible for implementing the change request when directed by the CCB.

10.5.2.2 Counties/Consortia
The WDTIP Help Desk staff and CMT will work closely with county staff in managing change requests.

❑ **County Staff** – County staff play a key role in this component of the change request process as it has been developed specifically for them. County staff should communicate change requests to their local County Help Desk.

❑ **County Help Desk** – County Help Desk staff should analyze the county's change requests for completeness, attach any supporting documentation, and forward the documents to the WDTIP Help Desk via e-mail or fax.

10.5.3 Milestone Schedule
The following table provides timeframes for the high-level tasks provided in the *10.5.1 Tasks* section above.

Table 10-2: Change Request Milestone Schedule

Task	Responsible Party	Timeframe
Define the WDTIP Help Desk Role	Implementation Team	Completed
Train WDTIP Help Desk Staff on Access	Implementation Team	April 2000 – May 2000

Task	Responsible Party	Timeframe
Notify Counties of the Change Request Process	Implementation Team	April 2000 – ongoing